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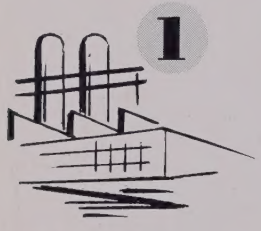

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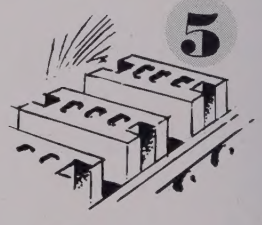

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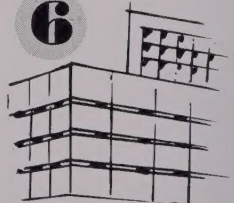
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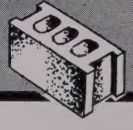

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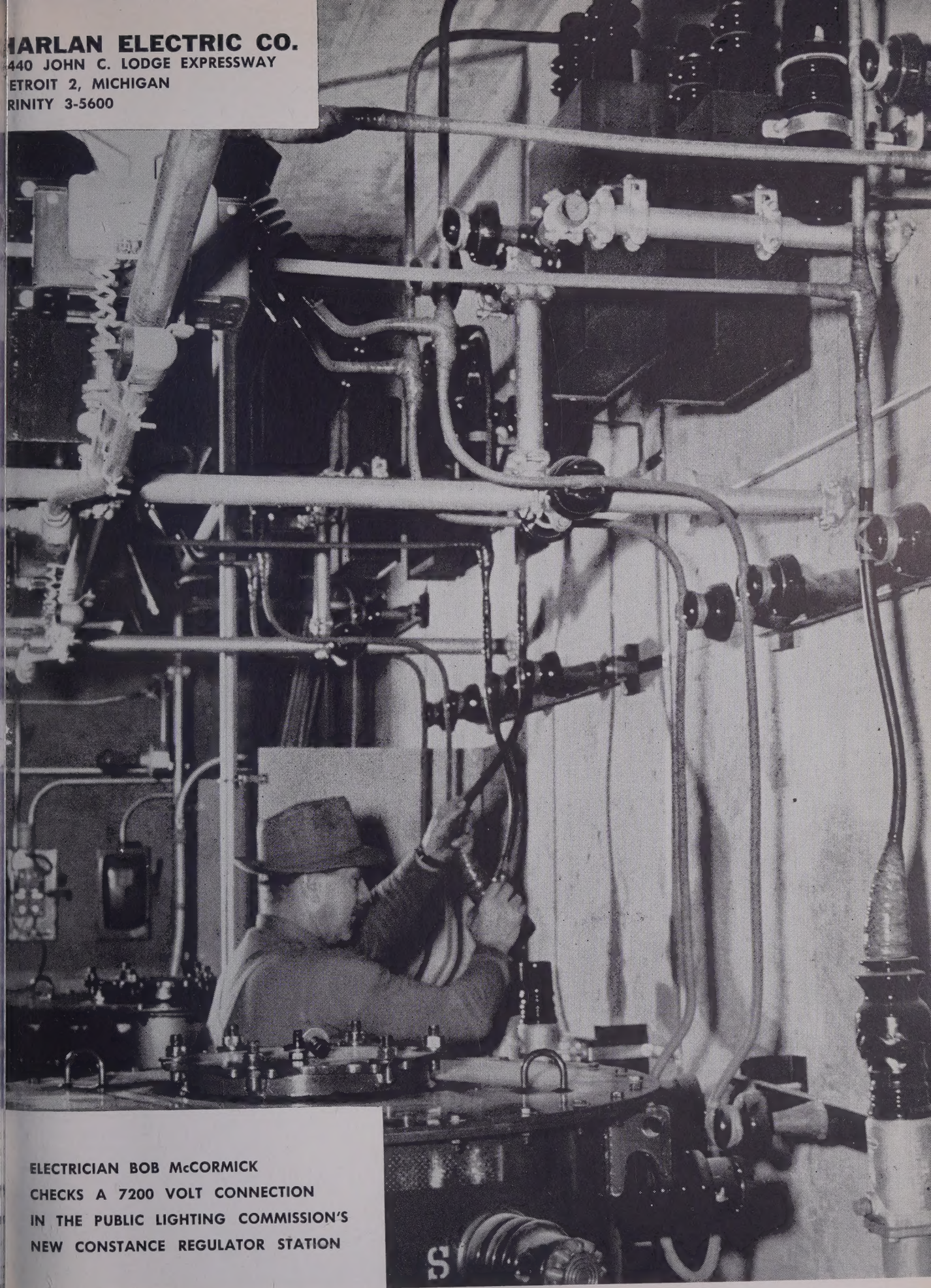

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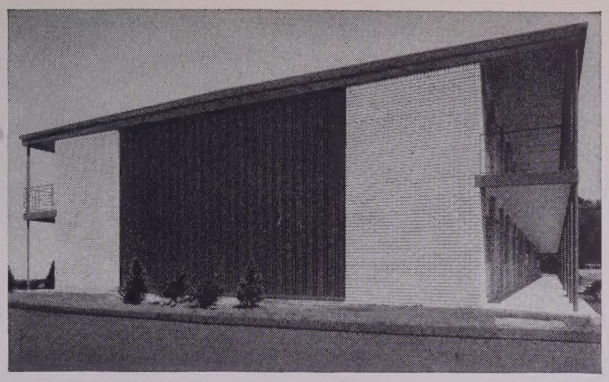
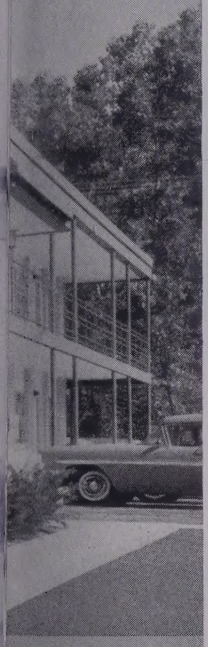
provide an ideal combination— high design potential... low-budget installation

Mahon Curtain Walls of charcoal-gray enamel are functionally and attractive used in this new motel at Plymouth, Mich., General Contractor: Don Primo C



Even used with dissimilar building materials (as shown in this rear view of the Hines Park Motel) Mahon Curtain Walls integrate easily for modern design expression.



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- Permanent Concrete Floor Forms

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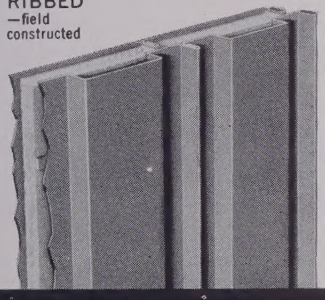
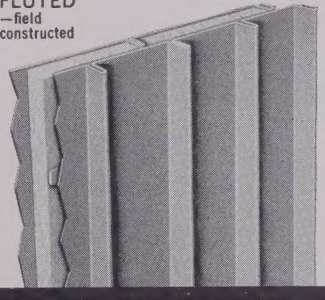
- Structural Steel-Fabrication and Erection
- Steel Fabrication-Weldments

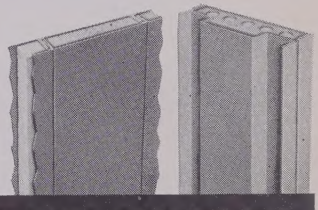
RIBBED —field constructed



FLUTED —field constructed



FLUSH or FLUTED PREFAB PANELS



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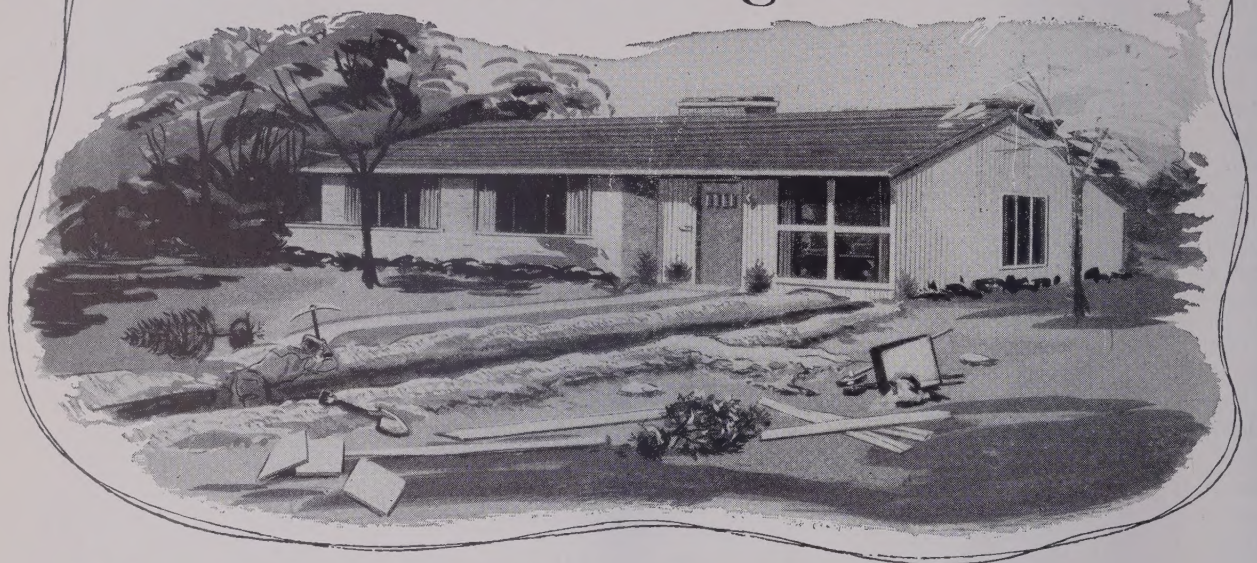

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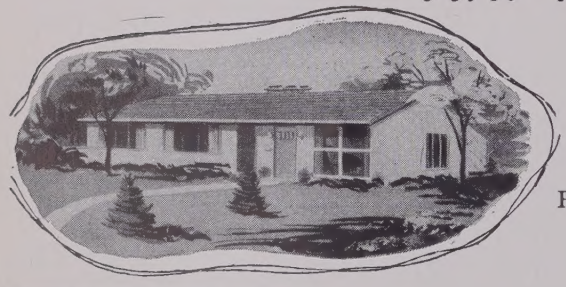

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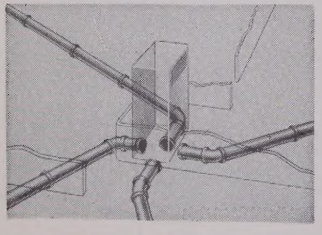

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LETTERS

BULLETIN:

Congratulations on your Frank Lloyd Wright issue of December 1959, which I have just had the pleasure of seeing. Would it be possible to obtain from you six copies of that issue? I enclose herewith check for $3.00 to cover the cost of the magazines.—KENNETH T. TEAGUE, Houston, Texas

BULLETIN:

The second installment concerning The Greenbrier continues the fine pattern set in your first article. Both of these articles have been written in the highest tradition of reporting—that of giving a beautiful word picture, with accuracy and dignity.—WALTER J. TUOHY, President, The Chesapeake & Ohio Railway Co., Cleveland, Ohio

BULLETIN:

Enclosed find $1.00 for which please send me 2 copies of your December 1959 issue featuring Frank Lloyd Wright.—(MISS) MILDRED UNDERWOOD, Architectural Library, University of Kansas, Lawrence, Kansas

BULLETIN:

Have just returned from South America and my maid handed me a basket of mail. The write-up about The Greenbrier was wonderful. I am leaving for The Greenbrier in May. A memorial window will be dedicated to my mother in the new church at White Sulphur at that time.—(MISS) REBA TYLER, Richmond, Virginia

BULLETIN:

The seemingly long wait for Part II of The Greenbrier narrative has not been fruitless. Each memorable word refreshes and bewitches the eager reader. Your constancy is a delight. — BENA BROOCK (Mrs. Harold), Bloomfield Hills, Michigan

BULLETIN:

The April issue of the Monthly Bulletin of the Michigan Society of Architects was in today's mail and, naturally, everything stopped while we took time out to read the second installment of your Greenbrier story. Your wonderful article will be read again and again by many of us here at The Greenbrier. —E. TRUMAN WRIGHT, Vice President and General Manager, The Greenbrier, White Sulphur Springs, West Virginia.

BULLETIN:

I have a suggestion to make about those high cupboards that are high above the kitchen sinks. Don't you think that it is about time for them to come down, so they would be within a person's reach? Top shelves are for storage, yes, but we could use things more often if we didn't have to use a stool or a chair every time.

I think of pregnant women, women with heart conditions or women who are up in years, they take the risk every time they climb on a stool or chair to reach for something.

My suggestion would be to modernize old-fashioned pantries with not too deep shelves, so everything could be within easy reach.

This is a modern push-button age, to make life more convenient and safe. So how about these dangerous, high cupboards? — JULIA LEGAULT, Dearborn, Michigan

COVER: "Italian Landscape, Agnuzzo" by German artist Carl Hofer (1878 - 1955). Courtesy of The Detroit Institute of Arts.

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Monthly Bulletin, Michigan Society of Architects, Volume 34, No. 6

including National

Architect

MONTHLY BULLETIN
Michigan Society of Architects
120 Madison Ave., Detroit 26, Mich., WO 1-6700
Talmage C. Hughes, F.A.I.A., Editor & Publisher. Edited and published under the direction of Monthly Bulletin, Inc.: Gerald G. Diehl, James B. Morison, Frederick G. Stickel, Directors.

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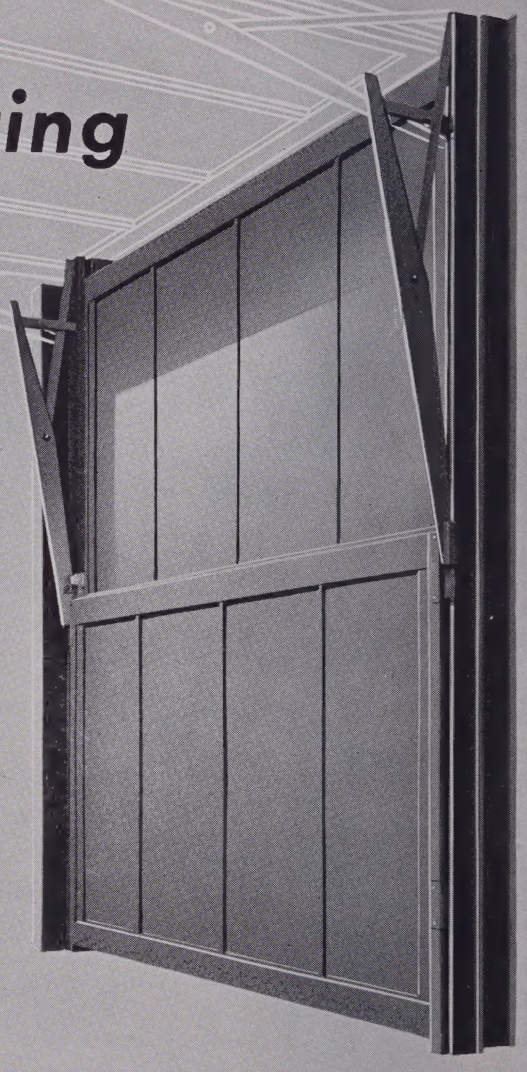

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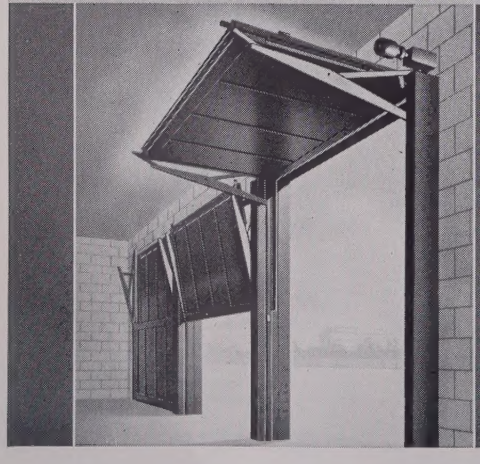

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SECRETARY'S REPORT TO THE 39TH ANNUAL MEETING NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS SAN FRANCISCO, CALIFORNIA APRIL 16, 1960

I. INTRODUCTION

This report covers a portion of the Council's activities during the fiscal year beginning April 1, 1959, and ending March 31, 1960.

Adoption of the new Constitution and By-Laws two years ago, and the subsequent relocation and restaffing of the Council offices have brought about so many changes in the Council's procedures that I have no precedent to guide me in selecting the areas to be covered in this report. I will not presume to report all of the activities of the Council, but it is my hope that I can supplement the reports of the President, Executive Director and Treasurer to the end that together we will give you a complete report of the Council activities.

II. MEMBERSHIP

(a) The Active Members of the Council, according to the Constitution are the legally constituted architectural registration and/or licensing boards of any political subdivision of the United States which has a law regulating the practice of architecture, provided they are in good standing. To the best of my knowledge the State Boards eligible for membership in the Council are those of the fifty (50) States, Puerto Rico, the Canal Zone and the District of Columbia. During the calendar year 1959, all but three (3) of the fifty-three (53) Boards paid dues to NCARB as Active Members. At the present time, only one state does not qualify their registrants for the Council Certificate and only one stae cannot accept applications submitted through NCARB.

(b) The Sustaining Members of the Council are those architectural organizations such as the A.I.A., its Chapters, State Societies, State associations and Schools of Architecture which apply for such membership and pay an annual fee of $10.00. Seventy-eight (78) such organizations were Sustaining Members of the Council during the calendar year 1959.

(c) The roster of Active and Sustaining Members will be found in the Treasurer's report which will follow.

III. OFFICES AND STAFF

(a) The Council offices continue to be located at 418-424 Commerce Exchange Building, Oklahoma City, Oklahoma. The telephone number is CEntral 2-0468. The building is of fire-resistive construction, is air-conditioned, and is located in the central business district. We have a lease which extends to January 1, 1961, at a cost of $200.00 per month. The space is adequate for our needs, but no more than adequate.

(b) The Council staff consists of four (4) full time employees in addition to the full time Executive Director. Salaries for the fiscal year just ended were $22,246.85. For the previous year salaries totaled $27,337.25 and for the year ending March 31, 1958, were $26,387.53.

(c) The Boy-Laws of the Council preclude payment to the elected officers for their services and permits the Council Board to employ an Executive Director and establish his salary and term of office. The Council Board has renewed its contract with James H. Sadler for a period ending August 8, 1963, at an annual salary of $11,000.00, with the provision that the salary amount be reviewed at the end of each year.

IV. MEETINGS

(a) The following meetings have been held since June 20, 21, 1959, when the Annual Meeting was held in New Orleans, Louisiana.

This Meeting which is the 39th Annual Meeting of the Council.

4 Meetings of the Board of Directors.

1 Meeting of the Committee on Documents.

1 Meeting of the Chairman of the Committee on Finance and Treasurer on the Investment Program.

(b) Executive Director Sadler presented a report of the Council's activities to the AIA Board of Directors. President Martens and First Vice-President Melander represented the Council at the Four Power Conference of AIA—ACSA—NCARB—NAAB.

V. DISPOSITION MADE OF ACTIONS ADOPTED BY 1959 ANNUAL MEETING

The following disposition has been made of the authorizations and recommendations adopted by the 1959 Annual Meeting of the Council:

(a) **Circular of Advice 3-59.** The proposed Circular of Advice 3-59 which was presented by the Committee on Documents was adopted by the Council at the 1959 Annual Meeting, subject to editing and further study of the foremat, this document then to replace Circulars of Advice 3-53 and 7-57. The Board was directed to study the substitution of the words "oral" and "written" for the words ' 'Senior" and "Junior".

The report as to the actions taken will be given by the Committee on Documents.

(b) **Investment Program.** The Committee on Finance was empowered to proceed to obtain an independent financial advisor to direct the Committee's actions in a program of developing a portfolio of sound investments to provide income and growth of capital, and a bank to provide a custodial service to handle the funds.

Reports as to the action taken in this matter will no doubt be given by the Treasurer and the Committee on Finance.

(c) **Architect-in-Training Log Book.** The Committee on Examinations and the Committee on Documents were directed to include some reference in our documnts to th AIA Architect-in-Training Log Book.

These Committees may report as to their actions on this matter.

(d) **Licensing Laws and Definitions.** Upon recommendation of the Committee on Licensing the Council was directed to:

(1) Obtain current license laws from all registration boards, together with court decisions affecting them, if any, and prepare a library on the subject.

(2) Prepare a model definition of the word "Architect" and the term "Practice of Architecture".

The Executive Director has taken steps has considered the second item but has to comply with the first item. The Board deferred action pending the termination of a matter before the courts in the State of New Jersey, which may produce a legal background for such definitions.

(e) **Society of Architectural Examiners.** The Society of Architectural Examiners was discontinued and a standing committee was authorized to carry out the former functions of the Society.

The President, with the approval of the Board, appointed such a Committee designating it the Committee on Arrangements.

(f) **Retakes of Examination.** The provisions of Circular of Advice 3-53 with reference to retakes of examinations was changed.

This change has been incorporated in Circular of Advice 3-59.

(g) **Examinations B and I.** The Committee on Examinations submitted a tentative draft of Circular of Advice No. 8 pertaining to Examinations B and I. The Committee was directed to continue the study of this document and to present it to the 1960 Annual Meeting for approval to publish of for rejection.

The Committee on Examinations is programmed to present revised drafts to us at the Monday morning session.

(h) **Objective Type Examinations.** The Board at its discretion was authorized to spend not to exceed $2500.00 in the imple-

Consider the advantages of "seperate mechanical contracts" to the architect and engineer . . .

1. The experienced Mechanical Contractor, pre-qualified and selected directly by the owner, architect, and engineer, needs far less guidance and detailed drawings than the "greenhorn." He does not have to be supervised and led every step of the way; he knows how to plan and perform his own work.

2. Bid shopping after contract award, unfortunately, has long been the practice of many general contractors and a serious problem in the construction industry. By pre-qualifying the bidders and using the **Separate Mechanical Bid** system, the architect and engineer attract a better class Mechanical Contractor and reduce the possibility of having an entire project delayed by some cut - rate sub - contractor who had been selected by the middleman entirely on the basis of cheap price to that middleman.

3. The owner, architect, and engineer have firmer control over the job through an exclusive right to deal directly with the Mechanical Contractors themselves.

4. Two heads are generally better than one. The Mechanical Contractor who has been given the opportunity to check mechanical plans and specifications carefully can frequently tip off the architect and engineer beforehand about minor changes which would preclude future major problems. The reliable, qualified contractor, by not being barred from contact with the architect and engineer, is in an excellent position to co-operate in securing a good workable installation for the owner and avoiding unnecessary confusion.

A happy client generally comes back! The architect and engineer who establish a reputation for designing buildings and preparing specifications so that the owning authority receives greatest value in proportion to expenditure find that new work beats a path to their door.

By using **Separate Mechanical Contract** methods, the architect and engineer can consistently provide this high value and quality to the owner at a price which is invariably lower than the owner would obtain by working solely through a middleman. The architect and engineer have also given the owner a better chance to obtain quality work by attracting more reputable Mechanical Contractors to his work.

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mentation of the preparation of trial objective-type examinations.

The Board subsequently authorized the Committee on Examinations to negotiate a contract with Educational Testing Service for assistance in preparation of such an examination. That was done and such a conract has been executed by the NCARB and ETS. Further information on this subject may be presented by the Committee on Examinations.

VI. DISPOSITION MADE DURING THE PAST YEAR OF ACTIONS ADOPTED BY THE 1958 ANNUAL MEETING

The following matters were initiated by the 1958 Annual Meeting but since they were not disposed of prior to the 1959 Annual Meeting, they have been retained on the agenda of the Board during the past year, with the following results:

(a) **New Jersey Resolution.** The New Jersey Board presented a resolution proposing that the requirements of the NCARB Junior Certificate be raised to require additional experience after state registration. The Council at the 1958 Annual Meeting referred the matter to the Board for study and a report to the 1959 Annual Meeting.

The Board has considered this proposal but has not arrived at a recommendation for or against it. The Board has agreed to resubmit the proposal to the Council at the Saturday afternoon session, during the period devoted to State Level Discussions.

(b) **Legal Counsel.** The Board was authorized to "retain legal counsel and be a friend of all other Boards."

The Board reviewed the matter with several attorneys who have served State Boards, following which they authorized the Executive Director to negotiate a contract for approval of the Board.

VII. BOARD DECISIONS WITH REGARD TO CERTIFICATION

(a) **Practical Training.** The Executive Director was instructed to refer to the Board of Review all applications for admissions to the written examinations which indicate less than three years of diversified practical training in the offices of registered practicing architects, and in lieu thereof indicate practice as a principal, with the request the Board of Review determine whether the practice as a principal was obtained under circumstances such that it can be considered equivalent to the required training.

The Board determined that the practical training required prior to admission to the written examinations must be obtained:

By college or university graduates—subsequent to graduation.

By those attending, but not graduating from college or university—subsequent to such attendance.

By those who have not attended college or university — subsequent to graduation from high school.

Except that equivalent experience may be accepted by the Board of Review upon submission of a satisfactory explanation of the nature and extent of such experience.

(b) **Photographic Exhibits.** The Council offices were authorized to request a new photographic exhibit of more recent work of the Record holders when the photographic exhibit does not indicate practice of a quality presently required by Member Boards.

After consideration of the Committee on Documents question at the 1959 Annual Meeting as to the need for eighteen (18) photographs in connection with the Senior examination no change was made in the number of photographs required. It was agreed that all photographs must be of completed buildings, not of drawings or models of buildings. It was also agreed that contact prints of 8" x 10" negatives on 8½" x 11" paper may be used.

(c) **Photos of Applicants.** The Executive Director was authorized to require new photographs for each Council Record when the previous photograph is ten years old.

(d) **Package Builders.** As the result of questions presented by the Board of Review, the Board in view of Section D, 5 (c) of Circular of Advice 3-59, concluded that since a "package builder" is a "contractor", practical experience with a package builder must be credited as such. Also, that experience under a registered architect who is employed by a package builder is not practice in the "office of a registered practicing architect" but is experience with a "contractor" since both the registered architect and those under his jurisdiction are employees of the contractor.

(e) **Five Year Period.** The five year period for which a certificate is in force was determined to date from the date of issuance of the Certificate.

(f) **Substandard Certificate Holders.** The Executive Director was instructed, when re-issuing a certificate which contains questionable references or derrogatory replies, to attach to it a letter to the State Board calling attention to these items so that the State Board can evaluate them in the light of their regulations. The Executive Director was instructed to send with it a form which the State Board can return indicating that the applicant has been licensed or giving the reason for denying him a license.

(g) The Board asked the Committee on Examinations to suggest a solution to the problem presented by issuance of licenses in years past upon passage of examinations of less than 36 hours duration. The applicants associated with this problem have usually had considerable experience subsequent to being licensed.

(h) At my request I have been authorized to present to the Board for review a revised format for Council Records and Certificates. I hope to accomplish the following:

(1) Avoid sending the cover to the applicant for signature, but instead send him a one page form on which he can supply information as to his current status as an employee, associate, full or limited partner, or independent practicing architect; to state the nature of the work performed by the firm or organization with which he is connected; and to list the professional organizations of which he is currently a member.

(2) Avoid the necessity for sending each reissue of a Certificate to the Secretary for approval, by providing for approval upon completion of the NCARB examination and upon each subsequent five-year review, in a manner that can be reproduced for reissue for a period of 5 years from the date of the latest approval.

Any change in format will of course continue to use the contents which have been compiled heretofore. I will welcome suggestions for the further improvement of the forms, and if improvement is not considered possible I will drop the idea. I had hoped to have a sample ready to submit at this meeting but that idea has fallen victim to more urgent demands.

VIII. OTHER COUNCIL ACTIONS

(a) **Official Publication.** As a step toward informing all architects and prospective architects about the functions and activities of the Council the Board has completed arrangements for such space as we need in the AIA JOURNAL. The Board has also arranged to discontinue its designation of the Monthly Bulletin of the Michigan Society of Architects as the official publication of the NCARB, in order that the Council can more effectively present official releases to other publications.

(b) **Active Membership Dues.** In recognition of the By-Law requirement that eligibility to office in the Council is limited to members or former members of State Boards which are members of the Council in good standing; and in recognition of the fact that statements for dues are currently being sent out in January covering the following calender year, and some states are prevented by state restrictions from paying their dues before the time of the Annual Meeting; the Board has determined that deliquency in payment of active membership dues by State Boards at the time of the Annual Meeting shall be based on payment of dues during the preceeding year.

IX. CONCLUSION

Lest any of you think I am not satisfied with the quality of our past certification procedures, le me assure you that in only a few instances do we find upon review that a certificate was issued upon what now appears to be an inadequate record. We are endeavoring to improve the procedures and to prepare complete and informative records but the quality o fthe work of our predecessors makes improvement hard to come by.

Also, I would not have you thing I am responsible for the high quality of the service being rendered by the Council offices. I must remind those of you who are not aware of it, that the Council By-Laws permit the Secretary, with the approval of the Board, to delegate to the Execuive Director most of his duties. This I have done and any credit accruing to me or to the Council has come as a result of the devotion and hard work of Executive Director Sadler and his staff, and I take this opportunity to acknowledge any indebtedness to them, and to express my thanks for their complete cooperation.

Respectfully submitted,

RALPH O. MOTT, Secretary

M. S. A. MIDSUMMER CONFERENCE

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AUGUST 4, 5 & 6, 1960

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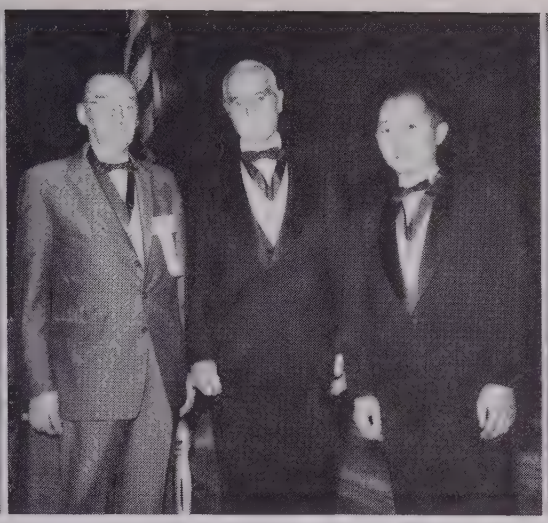

Across page, left to right: John Noble Richards, F.A.I.A. Toledo Chapter, A.I.A. Immediate Past President, A.I.A.; Roy F. Larson, F.A.I.A. Phila. Chapter, A.I.A. Chancellor, The College of Fellows, A.I.A. (Presiding); Philip Will, Jr. F.A.I.A. Chicago Chapter, A.I.A. President Elect, A.I.A.; Charles F. Cellarius, F.A.I.A. Cinn. Chapter, A.I.A. Treasurer; Richard Koch, F.A.I.A. New Orleans Chapter, A.I.A. Secretary; John F. Staub, F.A.I.A. Houston Chapter, A.I.A. Vice-Chancellor; Talmage C. Hughes, F.A.I.A. Detroit Chapter, A.I.A. Editor, National Architect; H. Agustus O'Dell, F.A.I.A. Detroit Chapter, A.I.A.; Minoru Yamasaki, F.A.I.A. Detroit Chapter, A.I.A.; Herman Brookman, F.A.I.A. Oregon Chapter, A.I.A.; Glenn Stanton, F.A.I.A. Oregon Chapter, A.I.A. Past President, A.I.A.

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NINTH CONVOCATION OF THE COLLEGE OF FELLOWS, AIA

92nd Annual Convention of American Institute of Architects, San Francisco, 1960

PHOTOS BY E. JAMES GAMBARO, F.A.I.A.

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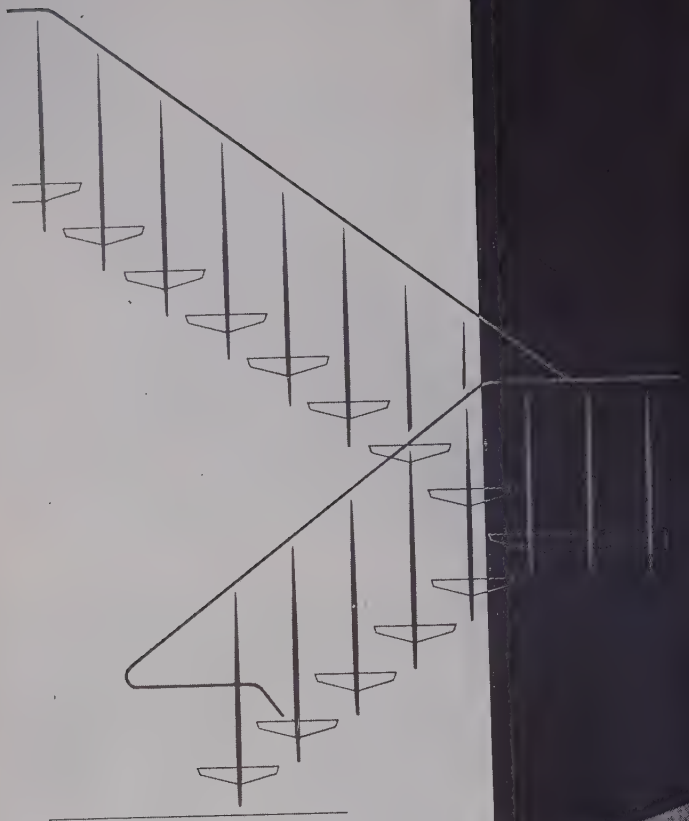

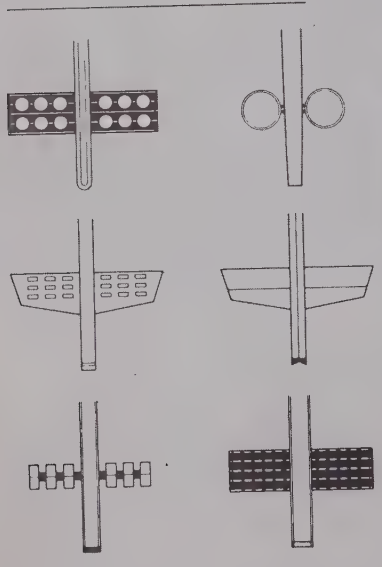

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Workshop DETROIT CHAPTER A.I.A.

The following is a transcript of the First Annual Workshop conducted by the Committee on Education of the Detroit Chapter, AIA; Prof. William Muschenheim, Chairman; McGregor Memorial, Detroit, Sept. 18, 1959.

Office Management

Linn Smith, AIA

Management is a complex undertaking in a **professional** activity and it is a **service** activity.

Architecture is a profession, one of principal functions is creative design, governed by registration and ethics, service is only commodity.

Business activity—Handling of money—fees you make, involved in production of working drawings and specifications, administration of client's money, legal implications — agreements, contracts between owners and contractors, etc., endeavoring to operate architectural practice in order to make a profit.

Complexity of architectural practice . . . the best way to go through this would be establish an architectural office and follow through a project discussing some of the problems you encounter in growth and development; the trials and tribulations in operating an architectural office.

Two basic requirements, other than desire to be an architect and have your own practice: Money, or good line of credit—should have cash in bank; You must establish paying yourself a regular salary. This is a most important first step in starting business for yourself.

First steps in establishing an office and things that must be considered: Decide whether it will be an individual, partnership, corporation, etc. Selection of people with whom you are to be associated (People who are involved in the ownership or partnership with you). Two advantages of a corporation set up, other than legal and tax: Stability. Corporation gives you an appearance of stability just by having the word "Inc." after firm name. This is important to many clients.

Change. Change in either adding to or taking away from the ownership of a corporate set up would be a simple matter of purchasing or selling stock, or some other agreements. Corporate set up is legal in Michigan. However, it is not so in New York.

There should be three people who should be very closely involved in the business.

Attorney. There are many legal problems in practice of architecture. Can consult him quite often on all sorts of things in establishing business and working on the legal end of the business set up, establishing a corporate set up.

Accountant. If you have any amount of money when you start a business, it should be in a separate account. Can start with AIA accounting system when small, but not for a larger operation. The handling of money must be kept very businesslike.

Insurance Advisor. Need one who can sell insurance and can advise you on your problems and requirements. Also for:

Workman's compensation, liability — auto, accident, professional liability. This is relatively new in the architectural field. It is expensive but essential. The things that can happen are so fantastic it's amazing—have used it twice in 2-3 years. Valuable Papers Insurance. If you have a fire and tracings and filings are destroyed it will pay for duplications. Life insurance. All sorts of possibilities in architectural offices.

(Next problem that you face after establishing an office is to get a client—at this point you get to the selling of your services.)

Getting the client. What's involved in selling? Find out, by whatever means you can, who is contemplating building something in the field that you wish to practice. Get information from as many sources as possible as to who or what group is planning to build—Contact them either personally, by writing, telephoning or whatever method seems the most suitable for the circumstances in order to . . . Convince them that you are the person that should be performing the architectural service on their project. One of the tools used is a brochure telling background of the office, previous work done, etc. Brochures are within the ethical standards of the Institute. (Part of the selling process is the Public Relations activity which is essential for a firm.)

Public Relations—Definition. Public Relations is defined as "Doing good work and taking credit for it." New Releases. Should send out news releases to the newspapers whenever occasion arises. It is to your advantage personally and to the profession as a whole. Civic Activities. Good way for architect to become well known in community. Service Clubs. Desirable to join and participate. Speaking. Should talk before groups as a public service in which you can participate and it will help your job. Writing. Every opportunity should be taken to prepare articles for newspapers. Counsel. Use of a Public Relations Counsel—if you can find a good one—will do a good job for your organization. (Now we have a client, the next thing we must do is establish a fee.)

The Fee—Definition: "Your fee is what you ask for"! You either get the fee you ask for or you don't get the job, which you don't want anyway if you can't do it the way you want to. You can't charge one client one fee and a similar client another. You must establish a fee and stick with it. How to establish what your fee will be—cost to do the work plus a resasonable profit. Methods. Most common. Percentage of cost of construction. Michigan Society recommended fee schedule which is very reasonable basis to establish a fee. Fee based on lump sum. (Will do the job for $.....) Must have program to go by to get this figure. If costs go up, the architect's fee is still the same. Good for school work. Hourly rate. This is extremely fair method. Paid only for what you do. Good for residential work as the client won't spend as much time with you discussing their plans when they are paying by the hour. Other ways to establish fees: 2½ x payroll, cost plus. (After you establish fee you must reach an agreement with the client. Eestablish what services you are to provide and what the client is to provide or perform) — Should be written agreement.

Agreement with client—Reasons for. To insure understanding between owner and architect to services to be provided. Use one of the various forms of Agreements published by AIA. Can develop special forms or write a letter to the client stating the agreement. Owners sometimes have special forms of their own. Attorney should be involved when you make your agreements with client. (Now we reach the point where we can practice architecture. So far we have had only business arrangements.)

Production.—Budgeting. Both time and money must be budgeted in the production process. Scheduling. Should have time schedule for doing work. Otherwise the job will neve get done. Must adhere to it very closely. At this time he gives the following schedule:

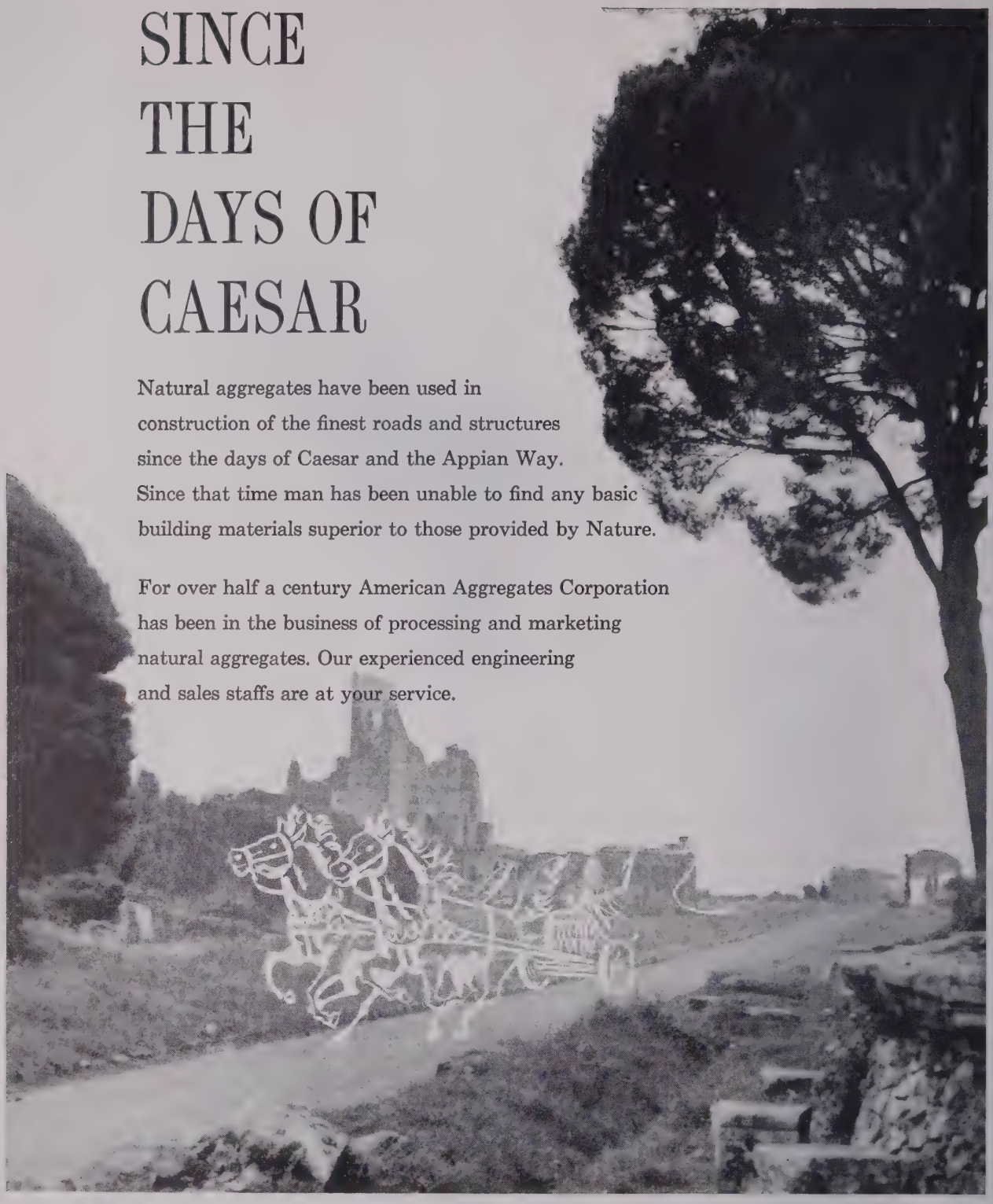
"Percentages of Total Fees"

Preliminaries	5%	
Architectural Working Drawings	18%	26%
Inside Supervision (Architectural)	3%	
Mechanical Working Drawings	5%	
Inside Supervision (Mechanical)	1%	6%
Structural Working Drawings	3%	
Inside Supervision (Structural)	1%	4%
Outisde Supervision	7%	7%
Individual Costs		
Administrative salaries	5%	
Office Salaries	5%	
Sales and Promotional Salaries	2%	14%
Non-Chargeable Time	2%	
Overhead	19%	19%
Operating Reserve, Profit	24%	24%
		100%

Consultants. (Engineers) These people should be selected in the same way we would like to have a client choose an architect. Pick best people to do engineering work on professional basis.

(At this point you will probably need employees. Key to successful office is the relationship between employee and employer.)

SINCE THE DAYS OF CAESAR



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Employees—How to hire. Call someone you have worked with and try to get them. Pass word around that you need someone. Interview with prospective employee. Use AIA form "Application for Employment." This is a good basis on which to handle.

Salary, establishing it. How much person is earning at present. Are you able to give them salary they request. Effort should be made to periodically review all employees salaries to determine whether they shall be given increase.

Probation. New employee given 1-month probation period. If during that time they are not doing satisfactorily they can be released without notice.

Bonus (or profit sharing plan). Believes you should share profit with those who have helped make it. Personal evaluation should be done several times a year. This offsets any personal feelings you may have at this time. Should not be given at Christmas.

Vacation. 1 week paid vacation after 6 months of service; 2 weeks paid vacation after one year of service.

Holidays. Normal policy is 6 paid holidays a year. Some now have 1 or 2 more.

Outside work. Policy should be established with employees. They should be allowed to with following understandings. Must be legal. Should be registered to do work requiring registered person, etc. Should not be in competition with office. Should not interfere with work in office.

Sick Leave. Usual policy 1 day a month. Maximum usually 5 days a year.

Overtime. Time over 40 hours a week should be time and a half.

Office Hours. Must periodically call this to the employees attention.

Termination. Either employee or employer should give 2 weeks notice for intent to leave or intent to fire. During this period time should be allowed to look for another job.

Equipment. Employee furnish his own triangles, etc. Employer furnish T-Square, drafting table, expendable equipment.

Policies and Procedures. Client assumes major decisions by principal.

Correspondence. Eveyone involved in project should see all correspondence on it. Principal signs it.

Files. Correspondence is filed by job. Tracings filed by job number. Having them microfilmed has many advantages, such as in case of fire. Miscellaneous files set up for catalogs, photographs, brochures, committees you are on, etc.

Issuing Plans and Specifications. Accurate records must be kept. Should be accompanied by letter of transmittal when leaving office.

Shop Drawings. Must keep accurate record of these also. Should be dated, showing when they came in, who from, when returned, on what basis—approved or not approved. Should remain in office for certain length of time only. (In our case it is 5 days). Some use a continuous numbering system for all drawings.

Various Forms. To use such as Request for Payment, Certificate for Payment, etc. AIA has good series of these forms for these uses.

Registration. When person becomes registered, they should be given some recognition. Some will present person with $100 bill.

Time Cards. Should be kept for all employees to show . . . time devoted to each project; type of work involved. These are kept so that job cost records can be kept.

Office Manual. This is desirable for any office to have. It describes procedure for office. Should have employees read it at time they are hired. Use it for reference.

Professional Organizations. Great deal to be gained by any young architect through participation in the AIA Organization.

References. Handbook of Architectural Practice. Published by the AIA, includes all standard documents. Architectural Practice, by Cowgill & Small, published by Reinhold. AIA Standard Contract Forms & The Law, Parker & Adams, published by Little, Brown, Co.

Accounting

John Farquharson, CPA

"Accounting is a body of principles and methods designed to act as a guide in analyzing, recording, summarizing, and presenting certain of the value effects of economic action upon the financial condition of an individual, business entity or other type of organization within a particular period of time."—Principles of Accounting by Husband & Thomas.

DIVISIONS OF ACCOUNTING.

Bookkeeping Mechanical aspect of recording financial business transactions.

Cost Accounting Special aspect for the determination of costs of business operation.

Auditing The checking of the work of the bookkeeper as to accuracy, honesty, and adherence to generally accepted accounting methods and principles.

System Building The setting up of organized procedures to be followed in recording financial transactions.

Interpretation and Analysis An evaluation process necessary for the preparation of statements and the passing of judgment upon such statements.

Tax Returns Requires analysis of books and records for the proper preparation of various tax returns.

Budgeting The process of preparing preliminary estimates in an attempt to forecast a financial course to be followed.

Single Entry Systems. Series of memoranda, easy to omit entry, easy to make entry to wrong account, easy to make mistakes in figures, does not offer itself to proof, such as trial balance.

Double Entry System. Based on simple equation. Assets (Value Owned); Less Liabilities (Valued Owed); equals Net Worth (Equity of Owners).

Cash Basis. Transactions are not recorded until money is received or paid out.

Accrual Basis. Transactions are recorded when debts are incurred and income earned without regard to date of payment or receipt. Also both income and expense prepaid is deferred in special accounts and transferred as consumed or earned (taxes and insurance, etc.)

Choice of Cash or Accrual Basis. The architect with a small staff who can generally bill his clients as frequently as monthly and does not carry a large amount of unbilled work and who pays his expenses as incurred may well prefer the cash basis of record keeping because of its simplicity. For a more accurate determination of operating results for any given period of time in which none of the above conditions is fully met, the accrual system is a must.

RECORDS.

Minimum System. Cash Receipts Journal to record and classify Receipts, Cash Disbursements Journal to record and classify cash paid out, these journals may be separate or combined, AIA Forms, Combined 101, 102, 103, 104.

Additional. Time Journal, Employee Record, Payroll Journal, Job expense record, Purchase Journal, Fees Journal, General Ledger.

Overhead. All items of expense that cannot be directly chargeable or identified with a specific job or are so small in cost that it is impractical to pro-rate or calculate. Such items are stationery and office supplies, general insurance, telephone, dues and registration fees, etc. See manual for list of indirect expense accounts.

Job Costs. All items that can be directly assignable to a job. These items are generally not of a pro-rateable nature but a specific charge. Direct labor, Direct materials, Reimburseable costs, Special or other specific cost readily identified, taxes, insurance, brochures, consulting fees, etc.

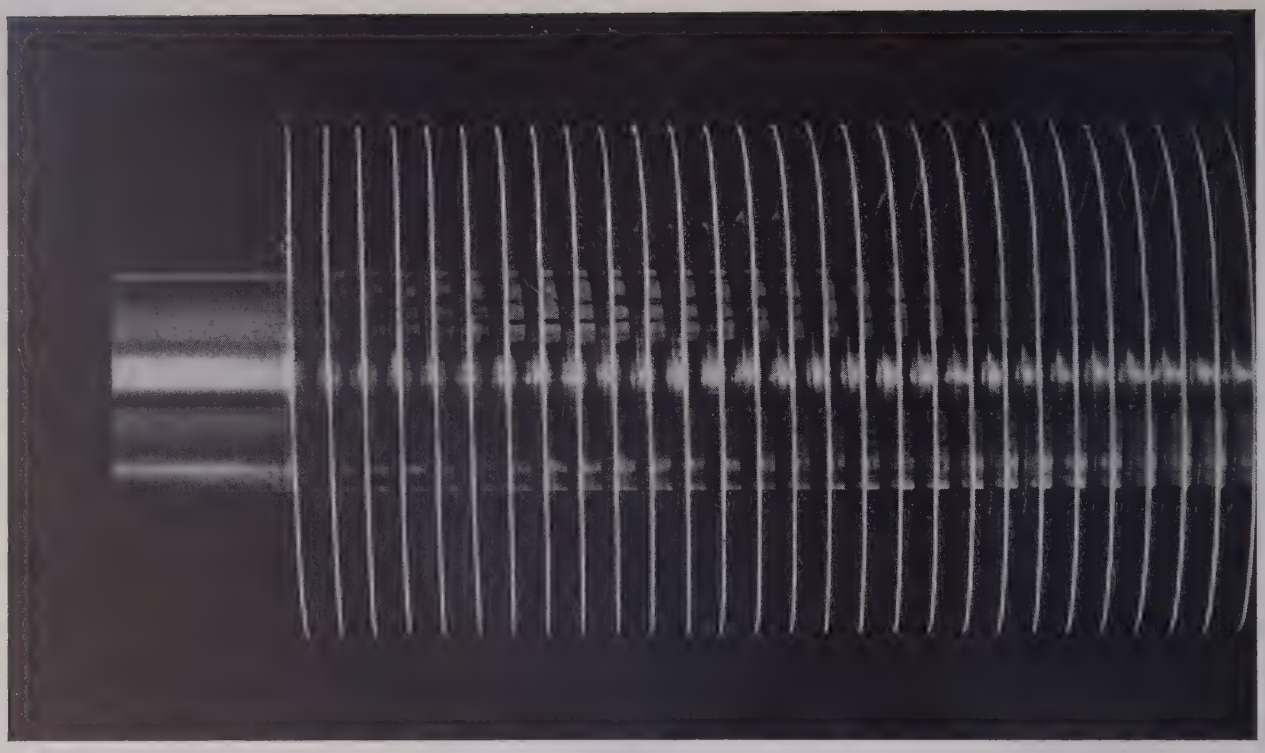
Use of Job Costs. Job cost information is used to measure efficiency of estimating for future jobs of a like nature, to measure actual cost of job, give a continuing job control during the course of the performance of the work.

Time Budget for Each Job. This question has been answered to some degree above. Since the large part of the job cost will be payroll, a time budget enables measurement of empoyee efficiency. It will also give a general idea of the expected profit when the job is done. Great care should be given in setting of a budget, that it is both fair and reasonable. Contingencies should also be provided for. Experience of past jobs is very helpful.

Annual Budget. Here experience plays a big part. A working tool in setting up an estimated annual budget is the ratio of individual overhead items to fees received or billed. It must be noted that some overhead is fixed and some vary with the activity of the practice. Idle time of direct labor must be considered. Forecast of fees to be received is also necessary. Certainly a break even point should be determined; Budgets for a period of time shorter than a year are more effective and can be accurately determined. General Motors Corp. reviews and adjusts its budget every 90 days. Annual forecasts are generally made up of a series of interim budgets.

Reserve and Pension Funds, etc. Reserves generally provide for some future contingency and are usually a bookkeeping entry, setting aside prior earnings. At times, reserves may be funded by cash in separate bank accounts or with trustees.

Pensions, etc. Are provided for by setting aside a specific part of net income. Generally cash is transferred to a trustee for the purchase of insurance or invest-



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ment. Such funds when once transferred generally cannot be returned to the business.

TAXES

Income Tax. Based on net income as determined by the Internal Revenue Code.

Social Security. 3% of the first $4,800 of each employes earnings. Employee makes a contribution on the same basis by payroll deduction.

Self-Employment Tax. This is the social security tax on self-employed taxpayers and the present rate of tax is 3 3/8% of the first $4,800 of self-employment income.

Business Activities. Based on adjusted gross receipts as defined by state law—rate has been 6½ mills and recently increased to 7¾ mills of adjusted receipts.

Property Taxes. Based on assessed valuation as determined by city or townhip assessing officer. Rate is determined by taxing body by dividing funds required by total assessed valuation in area to be taxed.

Personal. Based on cost adjusted by formula. Rate is determined by combining valuation with property valuation and applied as described above.

Intangible. Based on income or value as determined by law. The rate is 3½% of income or .1% of value, whichever is higher.

State Unemployment. Applicable with 4 or more employees for 20 weeks in a calendar year. Rate can vary from .1% to 4% of first $3,000 of each employee's earnings depending on experience.

Sales Tax and Use Tax. Formerly 3% paid by consumer on purchases of most all property. Rate has recently increased to 4%, however, constitutionality of increase is being contested in courts. (This measure has been repealed.)

Michigan Annual Report. For corporations only—based on paid up capital, paid in capital, and retained earnings at a rate of 5 mills.

These are the more common direct taxes that architects may be required to pay. However, there are other direct and indirect (hidden) taxes that can apply.

Interstate Commerce. This is an area that should be answered by an attorney as to application.

Deductible Expenses. In general all expense ordinary and necessary to perform the services offered by architects is deductible to determine net income subject to Federal Income Tax. It is possible that some architects may have a type of expense that is not common throughout the profession. The deductibility of such expense can only be determined after a review of all pertinent facts.

Travel and Entertainment. The "ordinary and necessary" test of above applies. The major reason for disallowance by internal revenue examining agents is lack of evidence to support the charge and that such charge was for business purposes. All such expense is required to be supported as follows: (1)—Time, (2)—Place, (3)—Business connection.

Deductible Reserves and Pension Funds. Generally speaking reserves are not deductible for federal income tax purposes. Some exceptions are depreciation, bad debts, and certain installment sales. Pension Funds and some deferred compensation plans that meet internal revenue code requirements are deductible. Such plans usually require transfer of funds by the taxpayer to irrevocable trusts. There are six major requirements in order to qualify for this special tax treatment. In brief they are:

The plan may not be temporary; the plan must be exclusively for the benefit of employees; the plan must not discriminate in favor of officers, stockholders, supervisors, or highly paid employees; the plan must not be discriminatory as to benefits and coverage; if the plan is a profit sharing one it must involve a definite formula both for allocating funds to it and for determining the amount each employee will receive; if a pension plan it must provide for payment of definitely determinable benefits; cash or check must be contributed (usually to a trust) to count for tax deduction.

Sales of Capital Assets. Certain assets sold with selling price to be received over a period of years may be eligible for deferred tax treatment. If less than 30% of the selling price is received in the year of sale, the taxable profit can be pro-rated on the basis of selling price payments.

Compensation for personal services may be spread back over earlier years in computing current tax. A taxpayer is eligible for this tax treatment provided:

The period of employment covers a period of 36 months or more from beginning to completion. Gross compensation received or accrued in the taxpayer's taxable year must be 80% or more of the total compensation from such employment. The 80% cannot be received or accrued in the first taxable year of the contract. This tax treatment is limited to individuals or partnerships and only for the performance of personal services.

Cash or Accrual method of reporting taxes. A taxpayer may, subject to the condition that wherever inventories are required the accrual method of accounting must be used with regard to purchases and sales, compute his taxable income under any of the following methods:

Cash receipts and disbursements; accrual methods; any method permitted by income tax law, (Installment basis, completed contract basis, etc.); any combination of the above methods which clearly reflects income and is consistently used; any other method of accounting authorized by the commissioner.

Taxpayer may elect any permissible method with the filing of his first return. To change thereafter requires the commissioner's approval.

A cash basis taxpayer has the advantage of shifting income or expense between years. This is of special advantage if income or expense make sharp fluctuations from year to year.

An accrual basis taxpayer can better reflect true net income by properly matching income and expense. This is an advantage in that expense incurred and not paid is recognized as a deduction. However, this advantage can be offset because unreceived income has to be taken into account.

Legal Aspects

James H. LoPrete, Attorney

There are several basic forms which the law recognizes for the conduct of a trade, business or profession — the single proprietor, a partnership, a limited partnership, a partnership association, a joint venture, a joint stock association and a corporation. Historically, most professional groups, as a part of their rules or cannons of ethics, have insisted that those who practice their profession must be individually responsible for their work and consequently for many years individual practice and partnerships have been the basic form by which professional pursuits have been followed in Common Law countries. However, in recent years there has been a tendency for professional people to look toward the corporation as a form for practicing their profession. There are several reasons for this trend — limited liability and tax considerations are two of the principal ones.

The Registration Act for Architects, Professional Engineers and Land Surveyors permits architects to practice in corporate form. Section 17 of that Act provides.

Subject to the limitations of this provision, an architect has pretty much a free choice as to the form he will use in the practice of his profession.

I shall attempt to point out some of the major advantages and disadvantages of the various forms of practice. The income tax aspects of the various forms will be considered by Mr. Farquharson, along with various techniques that may be used to limit Uncle Sam's participation in the fruits of your practice. My discussion will include briefly some estate and continuity of the business problems.

The simplest form of practice and the one that is probably the most often used is the single proprietor. The proprietor is the owner and manager; he controls the practice, makes the decisions, does the major part of the work. As his business grows, he probably will employ more people. He is not subject to any reporting to the state. Although he must be registered with his County Clerk if he does business under an assumed name, he and all of his property are fully liable for the obligations of his practice. This form can be used for any size office, but in practice it is usually limited to the small operation. Since personal skill is a major factor in your profession, a good man will not want to remain in the employ of another very long. Consequently, as the business grows, there are internal pressures to change the form of operation to give the better employees a proprietary interest in the practice.

Another problem is that of succession to the business. In the event anything happens to the proprietor, there is no stock or business that can be passed down to his family. Usually the family can only liquidate the accounts receivable and fixtures. Any "going concern" value or work in progress will pass to the employees who were actually working on the job. In a larger operation, the remaining asso-

VISION PANELS in Weldwood Fire Doors come in full sizes up to 30" x 36"! for Class "C" openings, and in two sizes up to 100 sq. inches for Class "B" openings. Paneling shown is new Algoma-made fire-resistant Weldwood prefinished walnut V-Plank®, which also carries the Underwriters' label.

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ciates or employees may band together to try to hold the business or they may split up with each, attempting to take some of the business with them. In a small operation, there is not much to fight over, but in a larger one, this can create a problem. But in either case, there is little left to the family but the physical assets and the receivables, all of which, together with any other assets, are subject to the liabilities of the operation.

For tax purposes there is no separate entity. The business owner files a regular tax return with a Schedule C. Except as a stepping stone to a larger operation or for a small operation or for the fiercely independent who wants a personal operation, I would hesitate to recommend a single proprietorship.

The next major classification of office is the partnership. There are three recognized forms of partnership—a straight partnership, a limited partnership and a partnership association. In many respects a common law joint stock association also resembles a partnership. Of these legally recognized organizations the latter two (partnership association and joint stock association) also have features similar to a corporation as well as to a partnership, and they will be considered later.

The terms of a partnership are practically unlimited. As a general rule, you can set up a partnership on any basis you wish. One of the restrictions with regard to an architectural partnership is found in the Registration Act—all partners must be registered people. The key features in determining whether an informal operation is a partnership are "is there an agreement between the principals to carry on a business for profit?" and "is there a sharing of profits or losses?" The best procedure, of course, is to establish the various rights and duties of the parties in a written agreement. Under certain circumstances, if the principals fail to properly organize a corporation, they may be held to be partners. The law requires that partners file a Certificate of Co-Partnership with the County Clerk of the county in which their office is located.

The basic principal of the partnership is that the individual partners are fully responsible to third parties for the obligations of the partnership if the assets of the partnership are not sufficient to cover them. In other words, any one partner may be forced to pay all of the partnership obligations if the partnership cannot. He, of course, has the right to make each other partner contribute his proportionate part of any sum he is forced to pay, but this right may be worthless.

Technically, a partnership ends and a new partnership is formed whenever any partner leaves the partnership for any reason or if any person is admitted to the partnership. Under certain circumstances this termination of a partnership can have adverse tax consequences. The parties, however, can agree that a change in membership does not create a dissolution of the partnership.

The partnership agreement may be written in such a way as to give the individual partners an interest that will have value in the event any one of them leaves the partnership or dies. There is usually a limited market for the disposal of this interest and for practical purposes, it can only be sold to the remaining partners. Again the basic reasons are that capable people will usually not share the fruits of their labor with non-producers, and the right of any partner to terminate the partnership, which will be discussed later, make the interest a rather uncertain thing. On those occasions where the remaining partners need capital, an estate or retired partner may be allowed to leave his investment in the firm and take a share of the profits for the use of his capital, but normally the remaining partners will attempt to liquidate this obligation at the earliest time possible.

Another aspect that should be considered when discussing partnerships is that the partnership, and, therefore, each individual partner is liable for any tort committed by a partner or employee of the partnership business. A tort is any act that causes a civil wrong to another, that is, that would give the other party a cause to sue you. Take for example the common situation where an architect has the responsibility of supervising progress on the job. While driving out to the job-site, he or one of his employees is involved in an automobile accident. The partnership and the individual partners are responsible for any liability arising out of the accident to the same extent as the driver of the automobile. Of course, you can compensate for this risk by insurance, but there are areas, such as negligent acts on the job-site that cause injury to another, where insurance is not always available.

The principals just mentioned apply to both the straight partnership and the limited partnership, except that in a limited partnership, the limited partners liability for partnership obligations and torts is limited to his capital contribution to the partnership, provided he does not take an active part in the control of the business. In the event a limited partner participates in the agreement of the partnership, he may be held to be a general partner.

Partnerships will continue for the period set in the partnership agreement, except that any partner at any time, either for cause or arbitrarily, may force it to be dissolved sooner. Standard reasons for dissolving a partnership are the death, resignation, incapacity of any partner, the misconduct, that is to say actions outside the scope of the partnership, by any partner, or the bankruptcy or insolvency of a partner. However, a partner may force a dissolution without any more reason than that he desires to do so. By so doing he may render himself liable to the other partners in damage for any loss they may suffer because of his terminating the partnership prior to the stated time, but he generally has the right to do so if he desires.

A partnership is recognized for tax purposes, but it is not a taxable entity. The partnership files an information return, showing its profit or loss for the partnership year and each partner reports his proportionate share of such profit and loss in this taxable year in which the partnership year ends. In many cases, both the partnership and the individual partner will have the same tax year. However, you may have situations where they have different taxable years. A tax problem may arise where a partnership terminates so as to put a full and a partial year's partnership operations into one tax year of the individual partner and thereby banding the income and increasing his tax rate.

Under certain circumstances, a partnership may elect to be taxed as a partnership. But this provision is not generally available to professional partnerships, since capital is a material income-producing factor.

The third basis area of operation is the corporation. The corporation is a creature of statute and it may only do what the state permits it to do. Unlike the individual, a corporation has no inheritant rights.

A corporation is a legal entity in and of itself. When a person deals with a corporation, he deals with the legal entity, not the individuals involved. When I use the term corporation, I am assuming that all legal requirements have been and are being met. In the event the principals do not follow the laws with respect to corporations, a court may disregard the corporation and look to the individual shareholders. This practice is called "piercing the corporate veil." In addition, under certain circumstances, a corporation may be disregarded to tax purposes. This is a technical area which I am sure Mr. Farquharson will outline for you, but you should be very careful in this area on tax matters.

To form a corporation you must file Articles of Incorporation with the Michigan Corporation and Securities Commission and pay a franchise fee. The Articles of Incorporation and the various statutes then form your working rules of operation. The franchise fee is based in part on authorized capital and in part, surplus. It is a relatively nominal tax to small corporations. For example, the franchise fee for a corporation with a capitalization of $50,000.00 is $25.00 per year. There is also a Federal tax on the issuance and transfer of corporate stock, but this again is nominal.

After the Articles are filed, a copy is sent to the County Clerk in the county where the principal office is located and a copy is returned to the incorporators. At that time you are ready to sell stock. If the stock is only going to be sold to the incorporators, you may proceed immediately with the sale. If, however, you intend to sell stock to others, you must obtain the approval of the Securities Section of the Michigan Corporation and Securities Commission. This, of course, is a "Blue Sky" law.

By this time you should have your Board of Directors and officers selected. Under the Registration Act, each director and officer must be a registered architect, registered professional engineer or registered land surveyor. The smallest board you may have is three, but there is no legal limit as to the maximum number. A corporation can have as few as two persons as officers since with the exception of the officers of president and vice-president, a person may hold more than one office.

The basic operation of the corporation is entrusted to the Board of Directors. The board sets the policy—the officers carry out the policy the board has set. The directors must meet at least annually to elect officers, and it should meet as often as necessary to actually perform their function as the directors of the corporation's policies. The officers, subject to

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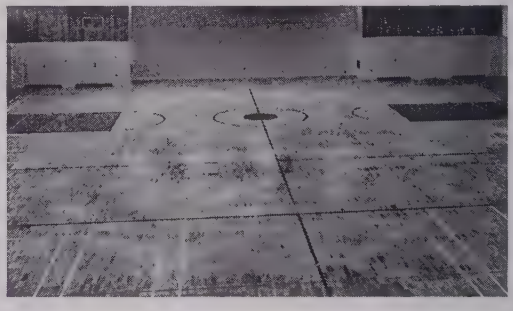

Ironbound floor in MSU's Women's Gym. Arch: Ralph R. Calder, Detroit; Installer: Bauer-Foster Floors, Inc., Detroit

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Background photo is Ironbound floor in Men's Intramural Sports Building, Michigan State University, East Lansing, Mich. Arch: Lewis J. Sarvis, Battle Creek, Mich.; Installer: Bauer-Foster Floors, Inc., Detroit. Flooring Dri-Vac treated.

the policies set by the directors, take care of the day-to-day operations. The president incidentally must be a director.

The shareholders are the owners of the business. The registration Act does not require that the shareholders be registered architects so a corporation appears to be the only legal method of having a non-registered person have a proprietary interest in the business. The same practical considerations about non-producers sharing in the fruits of the business apply here, but there are occasions where a non-registered person may be a producer and demand a proprietary interest in the business. The same practical considerations about non-producers sharing in the fruits of the business apply here, but there are occasions where a non-registered person may be a producer and demand a proprietary interest to retain him. For example, in larger operations, key office people are in this category. In this regard, I can only assume that architects must be similar in the operation of their offices to lawyers. Most lawyers have very inefficiently run offices because they are all too busy in the practice of their profession to spend time on the day-to-day problems of running the office. One good person in this regard can more than offset his cost in even a moderate size office. To retain such a person, you often have to give them a proprietary interest in the business.

Getting back to the shareholders, they are the owners of the business and it is for their benefit that all the directors, officers and employees are theoretically working. Consequently, directors are treated as trustees of other peoples' money and are held strictly accountable as such. In smaller corporations, however, the directors usually are the major shareholders and there are few problems in this area. The shareholder's weapon is his vote to elect directors. Each shareholder has as many votes as he has shares, multiplied by the number of directors to be elected. For example, if there are three directors to be elected, each shareholder has the number of votes resulting from multiplying his shares by three. He can cast these votes for one candidate for a director or he can split them among several candidates as he chooses. This is known as cumulative voting. In the event of differences among the shareholders as to how the corporation should be run, this right enables a minority shareholder in some instances to elect at least one member of the Board.

The shareholders must meet at least annually to elect directors, and may meet as often as necessary to vote on such other matters as arise that require shareholder approval. Since such matters rarely arise, the shareholders usually only need to meet annually. Some matters that require shareholder approval are a change in basic organization of the corporation, amendments of the Articles of Incorporation, a sale of substantially all of the assets of the corporation, or dissolution.

By law, a corporation for profit may only exist for 30 years. However, the law provides they may renew for another 30 years when the charter expires. The term of corporate existence is set in the Articles of Incorporation and it governs. Nevertheless, the corporation may be dissolved prior to that time under statutory provisions.

Basically, there are two statutory provisions for dissolution of a solvent corporation. One is upon the vote of 2/3 and the other of 3/4 of the shareholders. If the corporation is insolvent or if in a solvent corporation there is an impasse and neither side has the necessary 2/3 to force a dissolution, there is a statutory provision for dissolution by action of the Circuit Court.

The matter of liability is one of the areas where a corporation provides an advantage. The corporation's assets alone, and not the assets of the individual shareholders, are subject to the claims of creditors. For example, if a judgment is rendered against the corporation arising out of a matter not covered by insurance in the amount of $100,000 and the corporation has assets of $50,000, and the shareholders have assets of $50,000 in their individual names, the judgement creditor could only take the $50,000 from the corporation and, in the absence of fraud or of the ability to "pierce the corporate veil," the individual shareholder would not be liable for the other $50,000. If the operation had been a partnership, the judgement creditor would take the $50,000 from the partnership and then proceed against the shareholders for the $50,000 in their individual names.

Perhaps the greatest advantage of the corporation is the continuity of the business. People may come and go but the corporations will remain. Again there is the practical question of whether the talent will stay with the corporation if a large part of the stock is held by non-producers. Nevertheless, provision can be made through various techniques to buy out the interest of a shareholder who dies or leaves the business. The law will permit the stock to be restricted in such a manner that the corporation and/or the remaining shareholder may purchase the stock of any shareholder who dies or leaves the corporation's employ.

By the use of stock, the employee stockholder can build up a valuable interest in the going concern aspect of the business that can be the basis of his estate. While the market for such stock is limited, the stock will have value to the other shareholders and to the corporation. In addition, to the extent the value of the stock represents earned income, the employee - shareholder can convert what would be ordinary income to capital gain when he disposes of his stock.

In addition, as a corporation, the business can set up sick pay, pension, and profit sharing plans that are favorable taxwise to the employee-shareholder. Such plans are not available on such advantageous tax terms to those of a partnership or to the individual proprietor.

One of the disadvantages of a corporation is that you must file annually with the Corporation and Securities Commission and with the County Clerk of the county in which you are doing business, a formal report as to the business. This report must contain the names and addresses of the officers and directors, and give a general form of balance sheet reflecting the corporation's financial position. These reports are open to inspection and copying by the public.

In addition, if the corporation registers to sell stock to other than the incorporators, a report disclosing the salaries of the officers and directors will have to be filed.

I have not discussed either the statutory partnership association or the common law joint stock association. These are similar to the corporation in legal effect, but have organizational features that resemble both partnerships and corporations. Since the Registration Act does not expressly permit a "partnership association" as such to engage in the practice of architecture, I would hesitate to advise an architect to operate in that form. A common law joint stock association differs from a corporation principally in respect to the liability of its members to third parties. They are liable as partners and they do not have the limited liability as a shareholder in a corporation. As a general rule these forms of doing business are rarely used today—they are forms of the past which have been replaced by the corporation with its limited liability. For tax purposes, they are usually treated as corporations.

UNEMPLOYMENT COMPENSATION

Coverage. "Employing unit." One or more individuals performing service in this state, employees of agents or employees of employing unit.

"Employer." In each of 20 different calendar weeks within a calendar year—employed 8 or more individuals prior to 1956; only 4 as to year 1956 or later.

Rights of Employer. To receive compensation from the state when unemployed without fault of his own.

Liability of Employer. Pays a tax to state that varies in rate according to his experience rating; varies from .1%, or 5% to 3.7% or 4%.

WORKMEN'S COMPENSATION

Coverage—Every employer except "Private employers who regularly employ less than 3 employees at one time," domestic servants, farm laborers.

Rights of Employee. All employers (including non-covered employers but not as to farm labor or domestic) abolished defenses—in actions for death or injury "in the course of his employment." Contributory negligence (except "wilful"), negligence of a fellow employee, assumption of risk. The act is the exclusive remedy open to the employee.

Who are employees? Working members of partnerships who receive wages; penalty provisions where minor under 18 is employed illegally (double compensation); employees of sub-employers who are not subject to act; can cover this liability by insurance or with permission of the state to be a self-insurer.

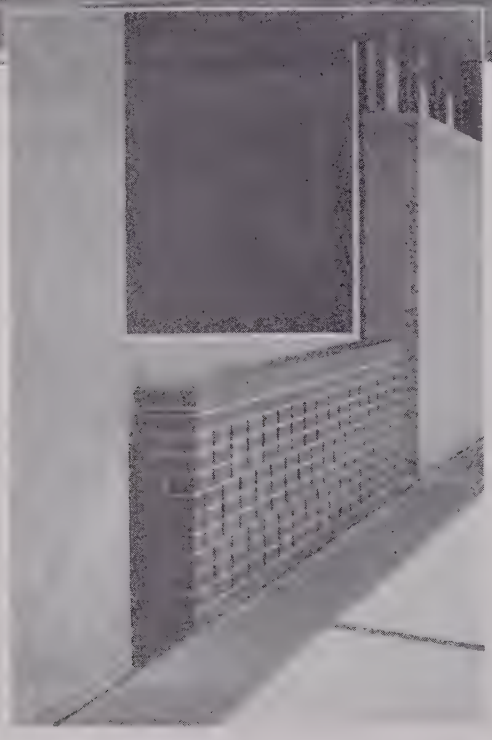
Questions

(Q) I should like to hear something about assignment of responsibility. (A) BEFORE TRYING TO COME UP WITH SOME PROCEDURE — IS THIS ORGANIZATION A VERTICAL ONE (in which one person works with job straight through), OR HORIZONTAL (which is departmental, major decisions in each area to be made by person responsible for that department)?

We try to utilize greatest skills and talents.

Chief draftsman responsible for scheduling, coordination with other departments. Responsible for making changes, seeing

school budget gets extra BEAUTY • DURABILITY and ECONOMY with BELDEN BRICK



School construction dollars must do double—even triple duty these days. Inside and outside the Greenfield Elementary School (Birmingham, Mich.), for example, Belden Semi-Black and Belden Dark Gray Trim Brick provide modern Beauty, time-tested Durability and proven Economy . . . economy that is adequately assured by reduced maintenance expense and the elimination of painting and replacement cost.

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that things are done on time, also for hiring, firing in his department.

Biggest problem is drawing line between design and production.

Mr. Schwartzman: I should like to congratulate you on giving such a birds-eye view of the practice of architecture. One principal can operate a 10-man office reasonably well.

Division of responsibility in architectural office of 20 men, beyond point of personal control. Decisions will be made that aren't his own. Everyone in office is working indirectly for the client and his mission in office is to see that the client is satisfied.

Employee always has direct contact with principal. Set up basis to keep people fully informed at all times. Weekly job meeting.

Every letter pertaining to particular job should be read by principal and 3 others in organization who all initial it.

(Q) When you start a corporation you often have many names, should name change with removal of member? (A) Michigan law requires name be changed if member dies or retires (within 2 years after death or retirement).

I think it mentions organizations, not corporations. My partner died 3 years ago and there is nothing that says I cannot carry on the name.

Though Mr. Ford is dead they still carry on the name but in professional you are concerned with reputation carried on by a man . . . as professional people we sell ourselves not a product.

Mr. Hilfinger: How can you arrive at lump sum agreemnt and avoid competing on basis of fee?

(Q) Is there basically a difference in quoting a lump sum or percentage fee? (A) Mandatory standards say you cannot compete on basis of fee. The lump sum fee is quoted after you are selected as architect.

The agreement forms aren't used so much in this area.

Mr. Cowgill: Sale of forms has gone up 2-3 times since new forms have come out.

(Q) Is Detroit experiencing any competition from Industrial Designers? (A) Somewhat. Not too much.

(Q) What is meant by Associates? (A) **Linn Smith:** Whatever you define it as being. One subject we haven't discussed is specifications.

The older the man the longer the specifications.

If general conditions were copies the same as rest of specifications they might be read then.

More use of the Institute's (Concrete, etc.) to cut down on paper work.

Cowgill: I should like to put in a plug for Building Products Register. Information on all manufacturers giving proper uses, tests made, etc. It will be published annually. Manufacturers will include more technical information in their catalogs.

(Q) Are you successful in keeping track of time of principals? (A) Only keep it for 40 hours.

(Q) Do architects have such a thing as severence pay? (A) Only 2 weeks notice.

We haven't discussed the importance of a secretary.

A good secretary can be one of the most important people in architect's office.

(Q) **Cowgill:** What is customary retained percentage in Detroit? (A) 10%—sometimes cut it back when part way through.

(Q) How many sets of specs do you have to furnish? (A) Set up certain number you will allow, any additional will be charged for.

(Q) **Mayo:** Do you have a written agreement wtih employees? (A) No, just in respect to working days, vacation, holidays, etc.

(Q) **Hastings:** Where do you draw the line in setting up the rules of the office? (A) Try to encourage employees to show as much initiative as they can. If you write out responsibilities they will do only certain things which are within their lines.

We have a profit sharing plan (Trust fund) which eevryone in the company shares after being with company 4 years. If they leave after participating 5 years they receive 50%.

Use this as a pension plan.

Mayo: Some feel that cost plus lump sum is dangerous.

Two preliminaries: establish him as client, then quote him your lump sum price.

(Q) Have supervision at all residential jobs? (A) Should be on architect's payroll, not owners.

(Q) How is job cost used to measure efficiencies to estimate future jobs of like nature, actual cost of job involved, job control and drawing in office? (A) A time budget for each job enables one to measure efficiency of employe and gives an idea of expected budget when the job is done.

(Q) Is there interest on overhead or not? (A) Only on Government type contracts. If your business has sufficient funds to carry on without borrowing money, there is no interest expense. Under conditions, there would be no overhead or interest. Charge direct cost between architects.

(Q) Why can't it be reimbursed, direct cost? (A) That would mean that your clients would be furnishing money to run your business.

(Q) Is it better to use overhead against hours instead of dollar basis? (A) Determining payroll in payroll journal you can indicate hours. In large companies combined ledger records money and hours. For job cost, needs as a matter of control, hours are kept as well as dollars.

(Q) Does anyone have an idea as to what is the proper percentage of overhead? (A) Depending on location and type of building and furnishing. Two to 2½ times payroll would include overhead and profit as well.

It is a good selling point to hold overhead percentage as low as possible. Easy to control if you maintain architect's approach to what is direct cost. Not only technical salaries but everything directly chargeable. Insurance can be both overhead and direct expense.

(Q) Must everyone in an organization be included in a pension plan? (A) The labor organization says everyone must have the opportunity to belong.

Travel and expense is reimbursed along with receipts. In cases such as taxi fares, etc., if you do keep a record say on a calendar, they will also be reimbursed.

(Q) What is standby emergency for unemployment compensation? (A) ½ of 1%. Payroll costs expecially in contracting and engineering include benefits which would normally not be cosidered overhead.

They felt that the A.I.A. accounting forms needed to be brought up to date, and suggestions for updating will be made at a later date.

Possible advantages of accrual of cash.

1. Theoretical accounting standpoint—Cash basis accounting may not properly match income with expense if your clients do not pay on time. Accrual basis takes care of such inequities that arise.

2. Tax aspect—The cash basis allows the individual to transfer income or expense from one year to another. Probably, this is a basis advantage if it is an advantage, the accrual system does have a tendency to level off income within several years. It may work as a hardship.

(Q) If at year-end you have some rather large project being completed and large portion of the fee comes due, would you send a bill "Please pay as of next year" so that your net income is not unusually high because you hadn't sent your bill? (A) After filing first return you are stuck. The small business starts out on cash basis because of its simplicity.

Disadvantages. Income based on estimates on cost of work, in accrual system could figure amount earned to that paid point and yet we are not sure how much we have earned until job is completed.

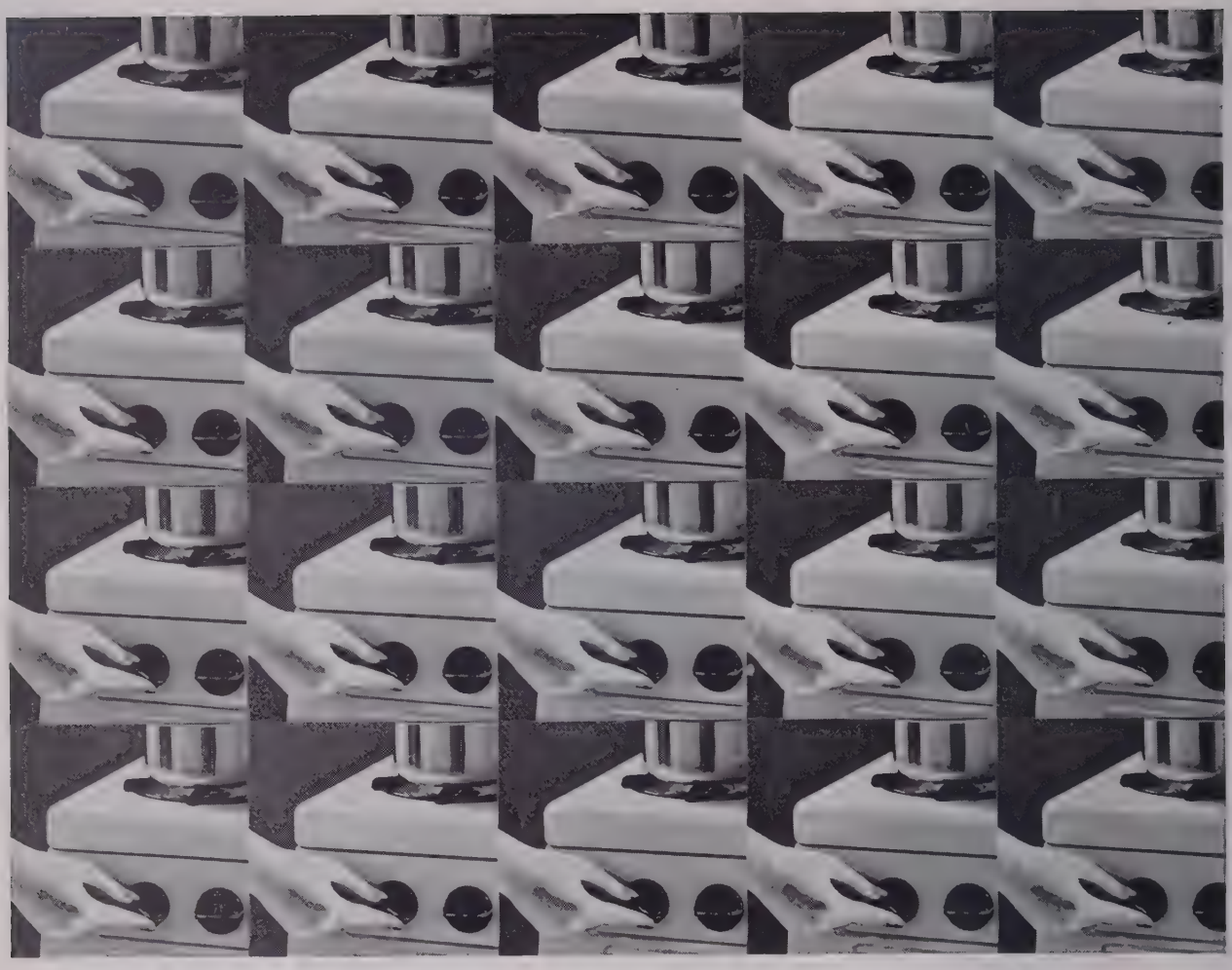
Actually you would set up a bill to send to your client. That is your measure to that point.

Spent three days studying business procedures. After these 3 days they said, "learn never to take a job you don't bill monthly."

(Q) Is there any accounting firm that specializes in architectural accounting, and do know something about the billing and problems of job records of an architect? Is any accountant capable? (A) Don't believe there are any public accounting firms in Detroit that specialize in architectural accounting. The procedures to be used are common knowledge and part of the training of all Certified Public Accountants. There are variations even within the profession of architects as to the treatment of job cost. Actually, in job costing or in the type of job cost records that are maintained and the information included in these records is one of the more simple types of job cost records maintained by architects. A Certified Public Accountant should be capable.

(Q) Difference between Certified Public Accountant and Public Accountant? (A) CPA requires as a minimum high school education, apprenticeship period for high school graduates of about 4 years. With a business school or college 2 years apprenticeship. Also are given rigid exams. Upon passing this they are CPA's. Public accountants require merely high school or college graduates.

(Q) Does a CPA have a fee schedule and what is it? (A) The accountants do not have a schedule. It is up to the indi-



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vidual accountant. The main thing for an accountant is that he must have a feeling of independence. He must stand behind what he says and cannot be influenced or biased in any way (on anything he is certifying or notarizing).

(Q) Would you say architects' firms need their books certified twice a year? (A) There are times one doesn't need it done once a year. The smaller the firm the greater lack within record keeping.

(Q) Should architects measure time spent by day or half day? (A) In a fixed fee the person may be tempted to sacrifice quality of work in order to shorten time.

(Q) Is it required to have one's statement prepared by a CPA? (A) It is many times required under certain circumstances or conditions to have a CPA, however your own bookkeeper's statement may be sufficient, but if banks or lending agencies are looking in a CPA's statement would not be questioned.

(Q) How do you like A.I.A. Manual? (A) Fine now but when the company grows they don't know. You don't get much interpreting of results. Too many hours involved in following this system. A new kind of form system which enables the draftsman to list hours of work and project comes in quadruplicate. Printing Service or R. C. Hadley may carry this form.

(Q) Would it work in smaller offices? (A) Could be maintained by record keeper or other employe with fewer duties.

Generally no one seems to think so much of the A.I.A. system of keeping records. Requires too many accounting facts to be on too many sheets.

TAXES:

Capital assets many times are a sale for a large sum of dollars and the payment spred over a period of years is actually all within the realm of possibility. The down payment may not cover tax liability because of the way it is spread out. If you received 30% or less of the selling price in the year of sale you may pro rate the profit over the selling price payments.

(Q) Does this refer to fees? Can you sell uncollected assets in advance? (A) Capital asset—Property, whether or not connected with trade or business but in the following: inventoriable assets, notes, accounts receivable, etc.

(Q) What kind of experience in allocation of overhead? direct hours or direct labor dollars? Why? (A) In order to get true cost of the job those items of expense which cannot be specifically assigned to a job such as rent, miscellaneous office supplies, dues, subscriptions, entertainment, telephone, etc. All of those costs are actually part of cost of every job. In order to be sure that fees are correct, the overall job of operation is generally on payroll costs.

(Q) Cost plus in a government contract where you want to measure cost of operations, is it better to use dollars or hours? (A) About half use hours and half use dollars.

(Q) Any reason for using hourly rather than dollar? (A) A.I.A. system set up that way originally. You may not pay men of equal capability same rate in some circumstances.

(Q) Should phone calls, etc. incurred in route to other jobs such as making stops between jobs because it is on the way be added to overhead? (A) If you can do this, it puts you in a better talking position with clients as you can show them a lower cost of purchase.

(Q) Are you paying salaried employes on 2000 or 2080 hours? (A) 2000.

(Q) For the Federal Income Tax must an architect put everything on an accrual basis? (A) No, professional services are the only ones listed that use the cash methods. It is approved by the Government.

(Q) What is the division of inventory as far as architect firms are concerned? (A) If you have a job in process and haven't sent a billing out on the accumulated costs you would consider that work inventory. In recognizing income on accrual basis, if you are at a point in your contract where you are required to bill, you have an accumulated income but if you are not required to bill you do not need to set up that accrued income but you would defer the cost. The larger firms do it this way. Most of the architect firms charge everything to expense regardless of the fact that it is no ready for billing at that point. You could consider valuable papers on certain projects as a kind of inventory and they could be insured.

(Q) In your own business do you operate on cash or accrual basis? (A) Small firms on a cash basis.

(Q) Has anyone had problems with state payroll tax with other states? (A) In Indiana, they will try to collect tax on all your salary if you are doing a job for anyone in that state. Income tax—In states where there is a field superintendent assigned.

(Q) Is a principal in a partnership allowed to reimburse himself for mileage, would it be overhead and would be consider it income? (A) As an employe of corporation his mileage would be same as any other employe and would be allowed 12½¢ without supporting evidence. In a partnership proof would be necessary. If it can be proved, it can be directly reimbursed and considered overhead, records are maintained by the business. If he pays expense out of his pocket in addition to the other and wants to make deduction for those, then all rules are waived and he must show all proof.

(Q) How are you treating overhead? (A) I give myself a weekly allowance and make correction at the end of the year. How do you allocate job cost? Charge overhead with such assets incurred without regard to job distribution.

(Q) Do you use indirect cost in any manner not familiar regarding rates for charging of fees? (A) Use the dollar basis. The hourly basis is an approximation.

(Q) What determination of operating overhead to dollars as to actual hours to pay those dollars? (A) Does feel that there is much difference between the two and that it is a very difficult thing to separate.

(Q) What kind of items go into direct cost other than actual labor consumed on the job? (A) Payroll taxes.

(Q) Where would you list supplies? (A) Generally they would be overhead. However, when supplies are purchased for a specific job and can be specifically identified to the job can be charged into job cost. This can keep your overhead down.

Advantages or disadvantages of keeping overhead down. When working on cost plus basis you have less of your unidentified job cost to spread if you can charge into your direct cost everything which can be identified to a particular job even though at time, such an expense might be considered an overhead expense. For example, in one particular job you might have to buy a special type of supplies for the job that is required. Charging into overhead, the particular job would not carry its load of the expense. Applying overhead to each job redues the factor or the amount of overhead instead of dollars that would be assigned to each job. In order to have the direct cost of each job, each job should have its share of the overhead. Most people do not maintain check on overhead.

(Q) Do you know relationship of overhead expense to your labor cost for the year? (A) They all asumed they knew.

On the hourly basis rather than dollar basis, there is less overhead charged to particular jobs.

Thoughts on hourly allowance for slack periods: Review of your overhead factor very definitely should be taken for extraordinary situations and adjustment on your factor should be made, when you are working within periods. Monthly or 90-day periods, when overhead begins to get out of line, an analysis on your overhead factor should be made to see where difficulty is.

Business activities tax raised from 6½ mills to 5% as of July 1, 1959. Sales tax such as on blue prints.

(Q) Do you pay tax on the labor of these prints? (A) You pay tax when you buy the supplies. You will sell your service but it is not subject to sales tax.

On business expense the Government allows a certain centage per mile (12½¢) per mile. This can be paid to employe who submits vouchers. (Does not include reimbursement on income tax rate.)

(Q) What is spread back income? (A) It is used by authors, playwrites, attorneys, and what it means is if you have a contract, the period from the beginning to the end of the contract is a least 36 months or greater and you don't receive payment until after the first year, 80% of that contract fee for personal service can be pro rated over the back years that the contract was in force. It is done by means of a schedule attached to your current tax.

(Q) How can you spread expense from year to year until Congress passes the Keough-Jenkins Bill? (A) On cash basis there is one example. You can hold back paying your bills.

Speaker feels the association would do well to investigate the Keough-Jenkins (?) Bill. You might find as an organization you have a good paying power if you could arrange with a trust company or bank in which you can contribute. You would have advantage of good council at reasonable fees. If and when the plan is approved, you will be ready to work right into it. There is a way individual and partnerships can get a tax deduction

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(Q) What happens if you do not register with the County Clerk for partnerships? (A) The consequences are not too serious, although it is better to register. In not doing so, you could cut yourself off from future liability.

(Q) What is the main number of principles required to form a corporation? (A) There must be one principle (one shareholder). You must have three registered architects or directors. The shareholders set up the actual laws of the business. It is theoretically their business.

(Q) In a partnership, if there are more than one or two, do they have to be registered? (A) They must be registered. Law is trying to prevent unregistered people from practicing in the profession.

(Q) Is personal property liable, should the partnership be dissolved? (A) No, only assets in individual name are liable. However, you can never fully guarantee against a lawsuit.

(Q) How would you define the word "associate"? (A) An associate of an office, from a legal standpoint, is not owner of the business. The problem is how to keep these people in the business. In order to keep a good man, you must give him something, make him an associate, give him a title. It is actually too difficult, when you are dealing on a personal basis, to have a written agreement. It is always good to have certain basic policies which everyone understands. Talk individually with your men, treating everyone the same.

Such a problem as, "He promised me this, but he didn't give it to me," is not uncommon. A statute of frauds applies to a contract that cannot be met as promised.

COMMENT — Architects with associates are like Vice Presidents in a bank. They give him a fancy title, but no more responsibility.

Mr. LoP. — That indicates good management. Written agreements can cut down problems a little bit.

(Q) I am sure that most of the agreements issued by A.I.A. provide for arbitration of disputes. What is your opinion in dealing with arbitration? (A) It is better to settle a lawsuit. Arbitration is an expeditious way of setting a dispute. When small amounts are involved, you are better off with arbitration rather than a lawsuit. In large amounts, a lawsuit would be much better.

(Q) Many cases exist where the client refuses to pay the costs of the building. What can be done? (A) Your A.I.A. Documents state, "Estimates are not binding." If you are dealing with the Court on one of these forms, the court would apply that. If it could easily be misconstrued, there would be unfavorable results. The Court depends to a great extent on the lawyer's theory. Anyone expects any estimate to be a little high. The new Owner-Architect forms go into detail in setting forth the Architect's responsibilities in regard to explaining to the owner what is involved in estimating. A detailed estimate is usually required by most clients. You are better off to follow a job through. Periodically check up on a job. If you see that the building is going to cost a little more, notify the client. Get a clear understanding while work is in progress before waiting until the job is completed. If your reason is logical, such as a wage increase or increase in cost of material, you are on the safe side. But if your only explanation is, "I goofed," you might have a tough time convincing the Court.

What you are legally required to do and what you are forced to do because you are in business are two different things. For example, if you agreed to build a school not to exceed $200,000, and you draw up plans, and the lowest bid comes in at $250,000, and the school board says, "This isn't what we ordered," and consequently refuse to pay, the only recourse would be to sue. But there would be a question in the Court's mind as to whether or not you performed what you agreed to perform. Then your only recourse would be to go back to the school and say, "I will change the drawings to agree with what you will accept." This will go on without expense to you, or additional expense.

COMMENT — A man may put a bid in, not because he **wants** the job, but because he can't offend the owner.

Mr. LoP. — You would have to make that very certain with the client. "We **can** guarantee that it can be built at such a price, but it may run as high as ??% over, depending on building materials, etc."

COMMENT — I think job relations have a big part to do with it. All we can do is advise him. "These are the conditions . . . " You must make the client understand ahead of time. The problem comes up when he does **not** understand ahead of time.

Mr. LoP. — Dealing with a residential situation can be a little different from dealing with a corporate client. You are dealing with all kinds of people from all walks of life. Some are a little harder to deal with than others. In all cases, a written agreement is most acceptable.

COMMENT — A proper estimate is based on area, volume, and unit costs. Article C specifies that the Architect must keep the client advised during the design-development phase.

Mr. LoP. — Since you have the obligation to advise, you have the obligation of expense, unless something is written to the contrary. These **expenses** include reimbursement expenses and architectural expenses. The owner "agrees" to pay the architect.

COMMENT — We are selling a service, not a product. If we are aware of the following, we should have no trouble throughout our transactions: establishment of a fee, field supervision, A.I.A. Documents, what he should pay, what he really wants.

Present a fair enough picture so that he thoroughly understands. Give him the facts as you see them. Talk to him, as you see there is going to be an increase in costs. This is the time to sit down and iron out the difficulties. Assure him that you have not departed from original understandings.

Mr. LoP. — The high bidder and the low bidder can be 20 to 30% apart. There are combination constructers-architects (Package Dealers). They design and construct. Their greatest forte is timing. There are many people who work this way, but they have some kind of method. The key point in client-architect relationships is understanding between the two.

COMMENT — If you are fully aware of the things you are liable for in your profession, you cover yourself. If you don't understand, you are leaving yourself wide open.

COMMENT — An architect might hear, "I hired this architect because he said he could give me **this** building."

Mr. LoP. — Your only protection there is to have the client delegate to you the scale of the project.

(Q) (As directed by Mr. LoPrete to members in attendance). What is your procedure in confirming or receiving the confirmation of a price? Is it by letter? Do you make a note in your file? (A) Personally, I confirm by letter, and ask for acknowledgment within ten (10) days. I find it to be more effective, and there exists a more personal relationship between the client and myself. Written agreements tend to scare clients.

Mr. LoP. — It appears that a legal document would be the only "safe" way. (At this time approx. ½ of the men in attendance stated that they send letters.)

Mr. LoP. — The law states that anything which is mailed, is received. It is a good practice to use the standard A.I.A. forms.

COMMENT — The state of Georgia requires that all A.I.A. forms be used.

(Q) When is an Architect a builder or not a builder. I've heard so many times, "Mr. Architect, I want to build a little plant addition, and I am concerned with costs. I have a cousin who is a carpenter, and my brother-in-law who sells windows, and so on. I want you to help me, Mr. Architect."

Mr. LoP. — A.I.A. looks on situations like this as not desirous. The architect is put in a position whereby he could proceed from his own decisions. Buying a building and selling it are separate transactions. If the work is done without a contractor, and the architect is to secure all bids, his fee is increased. Previous A.I.A. document stated that the fee is increased by 4%. Present contract leaves line blank .. ??%.

(Q) Getting back to confirmation of costs, is a tape recording legal evidence? (A) This would depend on the circumstances involved. You can do a lot of things with a tape recorder. You can dub in, cut, etc. As far as taking it from a phone conversation, you would have to get consent from the Federal Communications Commission. Throughout your phone conversation, use of a tape recorder would legally necessitate the use of a device whereby a "beep" sound can be heard by both parties. This sound occurs periodically throughout the conversation.

Mr. Menk—Would you mind discussing the tax advantages of a corporation?

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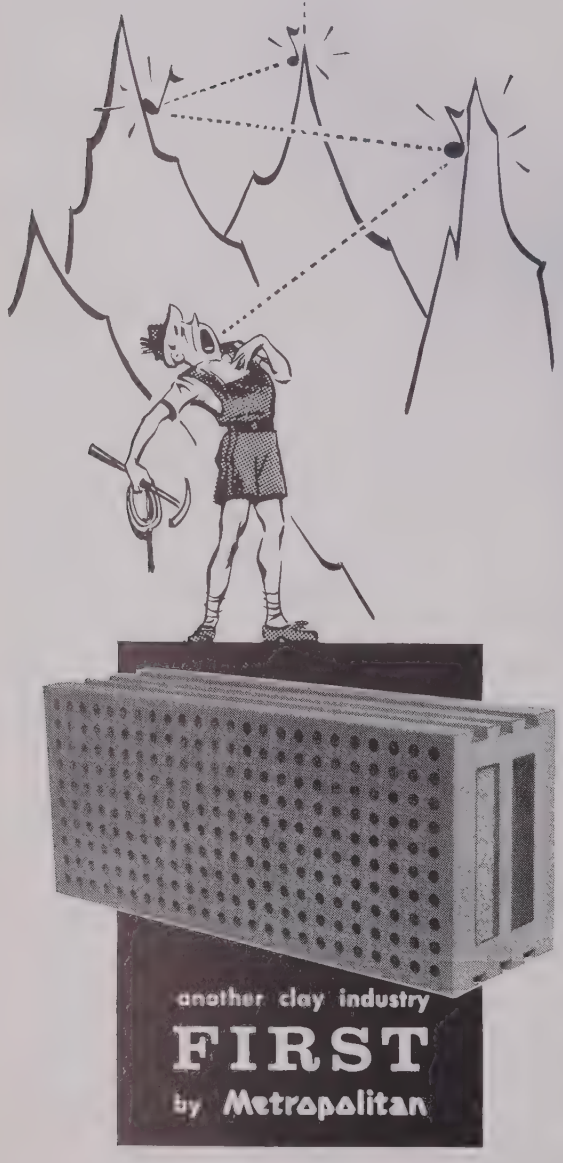

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Mr. LoP. — A corporation taxwise can set up profit sharing plans, deferred compensation, sick pay that benefits partners in the corporation. For example, in some savings plans you can put so much money, together with the money from the corporation, which benefits you as an individual, and acquire quite a sum of money for retirement, an estate, etc.

Mr. Dohman — In an individual operation, is there any way that the unregistered in the organization can share in the profit without becoming a partner? (A) Certainly. You can give him a bonus based on profits.

(Q) Is that bonus as a bona fide business expense tax deductible? (A) Yes, it is.

Mr. Dohmen — Is this in violation of the Registration Act? (A) It will not be violating the Act. They could share in the profits in the partnership. A.I.A. does not frown on this.

(Q) (J. Cyr) Can an architect file a lien against a client? (A) I know of no legal way.

Mr. Allen — Banks require a waver here if they want to hold you to it.

(Q) What is the responsibility of an architect who works out of a small office and who is not registered? (A) He is responsible for all work that goes out of his office (FULLY RESPONSIBLE).

COMMENT — Mr. LoP. — In the state of Michigan, we have five (5) unregistered men in the supreme court.

(Q) Mr. Hastings — How can one guard against mal-practice of professional people? (A) The trend in all professions is to cover this risk by insurance. Normally the premiums are quite low.

COMMENT — I believe the type of insurance you are talking about is only payable in case of bodily harm. The insurance that protects against mal-practice is very expensive.

COMMENT — In regard to architect-client relationships, sometimes conditions can be very detrimental between the professional man and his client. Can client contracts protect?

Mr. Hastings — This is a professional relationship. It is our responsibility to put forth the best knowledge and efforts of the industry at the bid time. However, it is recognized that there are developments tha can happen beyond he control of the architect. Most architects enter into projects with which they have very good control over during the design stages, but while the building is in progress, over which you have a supervisory control, if any control at all, the client himself usually chooses to supervise. When something goes wrong on the job during the building stage, it becomes in many instances virtually impossible to determine the exact reason for the catastrophe. The architect is put in a very bad position. The first reaction is to imply that the architect did not design it correctly. It therefore becomes impossible to protect one's self from a public relations standpoint.

Mr. Menk — I know of a job in Texas where the same circumstances prevailed. It was the architect versus the employees in the sub-contractor. Lower court ruling held the architect responsible, on grounds of incomplete supervision.

Discussion of "Third Party Practice."

Mr. Cyr — Having worked with O. W. Burke, we had an owner who decided to hold back the contract limits.

Mr. LoP. — In a case like that, performance bond can very easily become null and void.

Mr. Wadowski — What are your viewpoints on relations of Architects and Associates? (A) If you have any personnel, the best way is with a written agreement. You don't have much trouble when it's down in writing. It is not necessary in a partnership, however.

Arbitration (Mr. Cyr)

I have never had any first-hand experiences in dealing with arbitration. We deal with labor arbitration and basic philosophy. "I will give each of you so much." It is better than a lawsuit because it is quicker. Arbitration is the simplest way out. It saves he time and rouble of negotiations. If the arbitrator asserts his authority, you can take him to court, which will look into the merits of the controversy. Good things to follow are the Standard Forms of Agreement Between Owner and Architect and the rules and regulations set up by the American Arbitration Association. The A.A.A. is a body which contains legal counsel.

COMMENT — Mr. Wadowski—During the last world war, the architectural and engineering organizations were forced to pay time-and-a-half for overtime. It was recently sustained by the Supreme Court.

(Q) What is the legal responsibility of selecting the bidder? How far could you go in excluding him? Must you take the low bidder? (A) The court will acknowledge a good, valid reason. You would have to prove the bidder incompetent, which is very difficult.

(Q) Mr. Dohmen — When in a joint venture, can you form a corporation for just one particular job? (A) Yes, the problem is that the client may want you to back it up personally.

(Q) Did you state that a corporation is liable? Is that true? (A) Yes. If someone deals with a corporation, he limits himself to the assets of the corporation. For example, in buying supplies someone went off the deep end and purchased $100,000 worth of pencils, and the assets of the corporation only amounted to $50,000, he could get only $50,000 and that's it. One of the major uses of a corporation is to limit liability.

(Q) In the case of mal-practice, would you proceed against the corporation or the individual? (A) Pertaining to the Registration Act, against the individual. In a corporation, it would be difficult to affix the responsibility. In this state, a corporation cannot be held by mal-practice. The registration law does not recognize the corporation, just the individual.

(Q) In a small business, could some agreement be made to have your family taken care of in the event of death? You mentioned that there is no value in the carrying on of an individual. (A) It would be difficult to have such an agreement. Really, the only income you have is from "talent."

(Q) What's the relationship between the Bar Association and the State Registration Law for Attorneys? (A) In Michigan, you must be a member of the Bar. We are more like a "Closed Shop Union." Lawyers are considered officers of the Court. The Medical Association has put through the Legislature, bills governing their practice, which states certain prerequisites. There is actually a closer parallel between doctors and dentists and lawyers and architects.

(Q) How many disbarments are there a year? (A) Maybe one or two a year; there are none at all some years. We have six Grievance Committees in Detroit alone which hear complaints concerning lawyers and individuals. The Greivance Committee looks into it and sometimes consents to disciplinary action.

COMMENT — There should be a tighter control over the architect than the Institute has.

Mr. Schwartzman — It has been my experience that you should "sell" the problem on using only Institute people, and have A.I.A. misrepresentation taken away.

(Q) In a partnership, when we obtain a permit, we must seal the drawings. Should both partners seal it or just one? (A) Whoever wants to stick his neck out.

(Q) In a contract between architect and owner, when someone else signs it, who is responsible? (A) The architect is responsible.

(Q) Who takes the responsibility in dealing with employees' drawings? (A) The Architect is fully responsible for everything that goes out of his office.

(Q) Would it be wise to have both partners affix their seal? (A) No, it would not be practical.

(Q) Are joint ventures considered partnerships? (A) These can be considered one-shot partnerships. There is nothing to prevent them from going on a great length of time.

(Q) Is a joint stock association a partnership form? (A) It is similar to a partnership as far as liability is concerned. It is an "unincorporated corporation."

(Q) What happens if, in an individual set-up, the individual dies? What happens to the work that is in process, that has to be carried through? (A) That will vary. Normally the contracts are with the individual. Often the drawings then become void.

(Q) Does a registered man have to take over after one dies? (A) Yes, he does.

COMMENT — In regard to drawings, The Registration Act does not require the signature of the architect in the title block.

(Q) What can be done in our registered laws to eliminate practitioners who are not registered? (A) Ask your State Board to give you a report or roster containing the names of those who are legally qualified to practice the profession. Then furnish the State with a report indicating the number of such cases and the number prosecuted.

COMMENT — There has not been a roster published in over four years. There is therefore no way of knowing who is registered and who isn't.

COMMENT — Michigan Society is forming a committee to completely satisfy the Registration Act.

COMMENT — Mr. LoP. — An Industrial Designer does not have to be registered to be an architect.

COMMENT — Conditions exist where a man with money can hire architects to work for him and he can obtain the profits, i. e., John Doe, and Architects and Engineers. This exists in greater Detroit. What can be done about it? (A) You can go to the Registration Board. Actually, the Board is designed to prevent a man who is not registered to practice. If, in the case which you mentioned, John Doe's men are registered, the subject is protected.

(Q) Can lawyers operate under assumed names? (A) No, we can't. Our Cannon of Ethics does not permit us to. It is alright to maintain the name of a deceased person providing it is not intended to mislead the public.

COMMENT — Occasionally we get a client who has been fooled by some engineer who has a seal and can draw plans, but who has no training for buildings. I think the public should be protected.

Mr. LoP. — In such cases where a client will hire the engineer, the engineer hires the architect, an architect definitely does not go for it. Something should be done about it.

(Q) In the use of contracts in relations between architect and client, clients have been scared away by the standard form. We have had to revamp, revise, or completely omit the form. Can it stand up in court in sending a client a letter saying, "It is our understanding that for $....., we will perform the following services:"? (A) If he signs it and returns it, indicating it is also his understanding, a contract therefore exists.

(Q) Are you contending that there is little legal ground aside from, "This was my undersanding . . . "? (A) The law presumes that if a document is mailed, it is received. Actually, there is no substitute for good relationship with your client. It is always better to battle with a written contract rather than without it.

The Committee on Education consists of Prof. William Muschenheim, Chairman, and the following committeemen: John A. Allen, Jr., Harold Binder, Prof. L. Robert Blakeslee, Eino O. Kainlauri, Prof. Earl W. Pellerin, Suren Pilafian, Prof. Walter B. Sanders, and Associates: Henry S. Orbach, Grace J. Pilafian and Norman H. Ziegelman.

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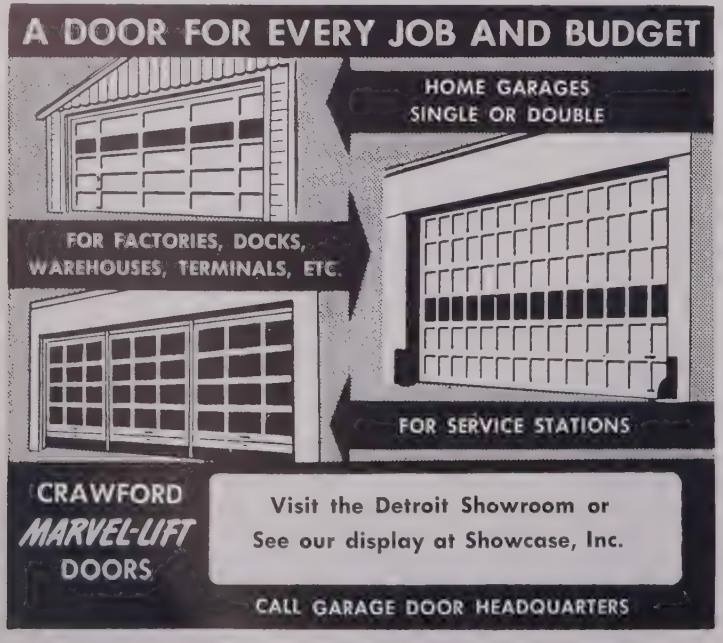

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By EDWARD K. FITZGERALD, AIA
Western Michigan Correspondent

THE MAY MEETING of the Western Michigan chapter will be held Monday, May 23 at Dines Terrace Room in Lansing. Four of the latest A.I.A. films will be shown, including: "A School for Johnny," "What Is a House?," "Building for Business" and "A Place to Worship." The films cover most fields of practice and are available to any A.I.A. chapter requesting them, according to Bernard Mayotte, chairman for the evening.

Among the items of new business to be brought before the membership is the proposed separation of Lansing area architects from the Western Michigan chapter. Lansing area architects have been meeting for several months, and during this time have frequently discussed the feasibility of a separate chapter. The group has elected officers, formed committees and set up an active organization. Richard C. Frank has been named president, J. Wesley Olds, vice president; Charles W. Strieby, secretary and Richard H. Stuckman, treasurer.

The newly-formed group will request a vote of the Western Michigan chapter at the May meeting for the release of Ingham, Clinton and Eaton counties from Western Michigan for the proposed new chapter to be known as the Mid-State. The intent of the group, however, according to Mr. Frank, is not to select boundaries and close them at the present time, but rather to agree to accept all areas assigned to it by the M.S.A. or a state-wide committee set up for this purpose.

This will be the last regular meeting of the Western Michigan chapter until September 19 when the annual honor awards program will be held in Grand Rapids.

A.I.A. REFRESHER COURSE

The A.I.A. Refresher Course, announced in the March Bulletin, a newly-sponsored activity of the Western Michigan chapter, has seen the enrollment and participation of 33 men during the 10-week session. The group has met at the Poplars Motel in East Lansing under the direction of Angelo P. Lucia, A.I.A. Classes were offered in preparation for all portions of the state registration examinations and attracted students from all parts of the state. Edwin Shelby III, Richard Greenlee and Cassius McGrew made the trip each Saturday from Traverse City. Others came from Midland, Grand Rapids, Southfield, St. Clair Shores and other Michigan cities.

Some of the participants are taking review course covering the portions of the state board examinations not previously required for state registration, but required to qualify for N.C.A.R.B. The final meeting will be on Saturday, June 4, which has been designated as an overall review day.

WOLD & BOWERS, ARCHITECTS, have opened an office at 306 Waters building. The partners, Robert Lee Wold and Paul D. Bowers, Jr., are graduates of the University of Illinois architectural school, Wold in architectural engineering and Bowers in architectural design. Both are registered architects in Illinois and Michigan and are members of the American Institute of Architects. Wold is also a member of the Metropolitan Grand Rapids Architectural league.

Their architectural practice will include design of commercial, educational, institutional, industrial, religious and residential buildings in the western Michigan area.

Wold was formerly chief architect for Russell F. Donker & Associates, architects and engineers of Grand Rapids. Prior to that he was an architect with Perkins & Will, widely known as school design experts, and DeLeuw, Cather & Co., planning conultants, in Chicago. He served as an officer in the United States army corps of engineers.

Bowers was formerly an architect with Roger Allen & Associates, working on educational and institutional buildings. Prior to that he was with Royer & Davis, school architects, of Urbana, Ill. He served as an officer in the United States army corps of engineers, designing family housing for military bases

WILFRED P. McLAUGHLIN, AIA, member of the Western Michigan Chapter, died May 4 in Grand Rapids. He was 58 years of age.

Mr. McLaughlin was born June 5, 1902 in Niles, Michigan where he received his early education. He was graduated from the University of Michigan in 1925 and became registered by examination November 9, 1926.

He was the architect for several commercial buildings, bowling lanes and churches, but was primarily a residential architect, having designed more than 100 homes in Grand Rapids and elsewhere in Michigan.

He became a member of the American Institute of Architects September 15, 1952.

His offices were at 822 Cherry S. E., Grand Rapids.

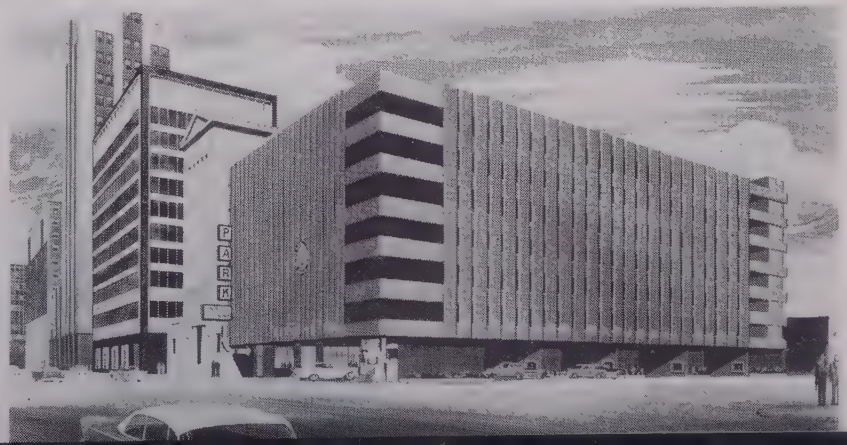
Surviving are two sons, David T. of Hamilton, Ohio and Lt. Robert F. McLaughlin, who is serving in the navy at Monterey, Calif.; two daughters, Jennette Ann of East Haven, Conn., and Laurie of Dallas, Tex.; a sister, Mrs. LeRoy Edwards of Upper Darby, Pa., and seven grandchildren.

KENNETH C. BLACK ASSOCIATES, INC. of Lansing, are the architects for the new reinforced concrete parking ramp being built in downtown Lansing, Michigan. The building will have a 415-car-capacity.

Besides incorporating the most modern parking ramp innovations, the structure will house new drive-in banking facilities for the Michigan National Bank.

There will be four drive-in banking windows on the street level. Each window banking unit will be situated on an "island" with its own driveway.

The exterior of the building, on the two street sides, will have a modern treatment using vertical aluminum panels with a baked porcelain-enamel finish in light gray. The panels will be four-feet wide and will extend from the second story to the roof. They will be spaced two-feet apart.



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Saginaw Valley Chapter, A.I.A.

Official Publication of the Saginaw Valley Chapter of The American Institute of Architects

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By ROBERT S. GAZALL, AIA,
Chapter Correspondent

HIGHLIGHTS OF THE SAGINAW VALLEY, A.I.A. CHAPTER MEETING of May 17, 1960 at the Midland Country Club, Midland, Michigan were as follows:

E. Roger Simon was presented to the Chapter and approved for Corporate Membership in the Saginaw Valley Chapter, A.I.A. Mr. Simon resides at 720 Livington Avenue, Bay City, Michigan. He has attended the University of Wisconsin and is a graduate of the College of Architecture and Design at the University of Michigan. Simon has previous experience in the offices of Louis C. Kingscott of Kalamazoo and Joseph C. Goddeyne of Bay City and is presently employed with Brysselbout, Starke and Hacker, Architects and Engineers of Bay City. Mr. Simon was previously an Associate Member of the Western Michigan Chapter.

In order that Foreign Architects visiting this Country may avail themselves of the most significant buildings to visit in the various parts of this Country and this Area and in compliance with the American Institute of Architects memorandum, all Chapter members in the Saginaw Valley Area have been requested to list the outstanding new Buildings, classified into the different building types so that this Area might be prepared for visitors.

The A.I.A. compilation of the 1959 Annual Chapter Report indicated that the Saginaw Valley Chapter dues are the lowest of all A.I.A. Chapters, and that Public Relations of the Chapter were very poor in general.

The MSA Monthly Bulletin Committee is preparing for the Saginaw Valley Chapter Spread for November, which will also feature the Public Officials Issue. All members are requested to present work of a single proposed project, either a rendering or model that will be scheduled for construction within the next year. Also a submission is requested of an unpublished recent single and completed project. Dale Suomela of Flint, is Chairman of the Bulletin Committee.

Doc Waters, Saginaw, advised the Chapter members to support the Contractors, Dodge Reports, and Builders and Traders Associations in writing to their U. S. Congressman, to voice objection on National House Bill HR 9070. This Bill contains Legislation favoring secondary Boycotting which in turn could create complicated and injurious labor dispute problems on construction projects.

James A. Spence, of Saginaw, reported on the San Francisco, National A.I.A. Convention. He commented very favorably on the Convention, its excellence of Speakers and the beautiful weather during the entire Convention period.

Clee Allison reported that the Saginaw Valley Chapter had in past years almost one hundred percent sustaining MSA Membership, and that no other Chapters making up the MSA could equal our record. A one hundred percent participation is the Chapter goal this year.

Lilian Jackson Braun was the Speaker for the evening. Mrs. Braun has been Living Section Editor of the Detroit Free Press the past ten years and has been recognized by the American Institute of Architects Four Fold for her excellence of Journalism in Architecture. Mrs. Braun is also a member of the American Institute of Decorators.

She reviewed her experiences with Architects, their Clients and presented her impression of the Architect and Architecture from three points of view. Her First, is as how she interpreted Architects and Architecture from a housewife point of view which was romanticism for the real and fine classicism yet favoring tendencies for good contemporary work.

Secondly, as a member of the American Institute of Decorators, she sees much disharmony between the Architects and Decorators, pointing out that perhaps the fault lies with both professions by each not quite understanding the other.

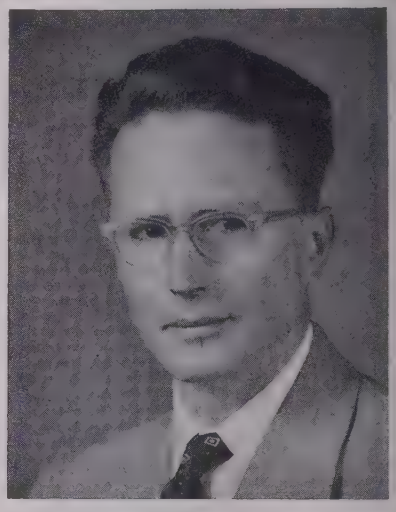
Thirdly, as Living Section Editor of the Detroit Free Press, she finds that much severe critism is tendered the Architect; much being justifiable.

Mrs. Braun not only suggested but recommended that Architects must present a clear cut image of himself through better public relations on a more intelligent and unselfish basis. The Architect, First must win the friends of the Press, Radio and Television by trying to get along better with them and by explaining their work so that an entire audience may understand. The Architect, she feels, must explain his performance as to why and how good architecture is created and its processes.

Too, she pointed out that Architects cannot convey their thoughts into words and encourages them that much improvement can be made in this respect.

On Friday evening, June 24th, the Saginaw Valley Chapter will present its First Annual Formal Dinner Dance. The Ball Room of the Midland Country Club at Midland has been selected for the festivities. Music will be furnished by the Premier's of Flint with Steve Muttle as their leader. All Corporate and Associate Members and their wives have been invited to attend and to fete the Past Presidents of the Chapter. Mr. H. Clee Allison of Midland is Chairman of the Main Chapter Event of the Year.

Saginaw Valley Dinner Dance Midland Country Club Midland, Michigan Friday June 24, 1960



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The Chapter's last dinner meeting of the season was held in the spacious, second floor dining-room-auditorium in the Student Union of the University of Detroit on May 24.

This was the annual joint awards dinner for the three student chapters of the University of Michigan, University of Detroit and Lawrence Institute of Technology.

At the speakers' table were Prof. Walter B. Sanders, AIA, Chairman of the Department of Architecture and Design of U of M; Mrs. Sanders, Prof. Earl W. Pellerin, AIA, Chairman of the Department of Architecture of LIT; Dean Philip N. Youtz, AIA, of the College of Architecture and Design of U of M; Fr. Lawrence Green, S.J., Acting Chairman of the Department of Architecture of the U of D; Denis Schmiedeke who introduced those at the table; Prof. William Muschenheim, AIA, College of Architecture and Design, U of M, who was the principal speaker; Paul B. Brown, AIA, Detroit Chapter Vice President who gave checks to the three student chapters as honorary awards; Prof. L. Robert Blakeslee, AIA, of the Department of Architecture of U of D; Miss J. Kubicki, and Gerald Merola, Vice President of the U of D student chapter and Chairman of the joint meeting.

Chapter Vice President Paul Brown complimented the fine exhibition of student work on display by the U of D and LIT chapters. He also announced that Donald M. Leech and Leo I. Stein had become Detroit Chapter corporate members and Ralph G. Hubbard, Jr. and Frederick C. Lavantrosser associates.

Mr. & Mrs. L. F. Sturoc of Capetown, South Africa, were introduced and Mr. Sturoc gave a short resume of his impressions of our country.

Prof. Walter B. Sanders presented U of M's AIA Medal to Keith Sipperley; the book, Mount Saint Michel and Chartres by Henry Adams, to Henry S. Kowelewsky and the Alpha Rho Chi Medal for leadership to Kent Johnson. He also introduced Anthony Faust, President of the U of M student chapter.

Prof. Earl W. Pellerin presented LIT's Louis Klei Memorial award, a gold watch, to Patrick Flaherty for outstanding progress in architecture during his college career and the Design award of three volumes on Mies, Nervi and Corbusier to Austin Zago. Prof. Pellerin also introduced Herchel Laster, President of the LIT student chapter.

Fr. Lawrence Green S.J., presented U of D's Scholarship award to John William Strawser, its Design award to Norbert J. Blum, which was the "AIA Handbook of Architectural Practice," and the Activity award to Gerald Merola, a "Second Treasury of Contemporary Houses" by Architectural Record.

The lecture "Education for Architecture" by Prof. Muschenheim was illustrated with slides made on a year's tour of this country and Europe, where he gathered information on the methods and standards of education in architecture. Many of the pictures pertained to group housing and urban planning.

EERO SAARINEN, FAIA, Architect, of Birmingham, Mich., received an Award of Distinction at the recent annual convocation of the Yale Arts Association staged by the University's School of Art and Architecture.

The citation, praising Saarinen's design for Yale University's Ingalls Hockey Rink, read:

"From the vast General Motors Technical Center near Detroit to the American Embassy at Oslo, his works mark him clearly as one of the leading architects of the country."

Saarinen received a Bachelor of Fine Arts degree from Yale University in 1934.

MICHIGAN SOCIETY OF ARCHITECTS 47th Annual Convention has been scheduled at Detroit's Sheraton-Cadillac Hotel for April 5, 6 and 7, 1961, it is announced by LaVern J. Nelsen, AIA, chairman of the Society's 46th annual convention committee.

Nelsen states that the general outline of the convention program for 1961 will follow closely that of the 1960 convention, which was eminently successful.

MINORU YAMASAKI, FAIA, Birmingham architect, was awarded an honorary degree by Wayne State University, at a special convocation recently, in the Community Arts Auditorium of the McGregor Memorial Conference Center on the University campus.

Yamasaki designed the Center, and the School of Education building, as well as the general plan of the campus.

JOHN C. THORNTON, AIA, of Royal Oak, was the principal speaker at the recent National Conference of Fire Department Instructors in Memphis, Tenn.

Thornton is National Chairman of the American Institute of Architects' Committee on Human Safety.

THE INDEFATIGABLE CONGRESS OF MASTER CRAFTSMEN (Unaffiliated) held its "Pre-Emancipation Day Luncheon" at Harmonie Club in Detroit May 9. Frederick John Schoettley and Ernest James Dellar presided jointly. There was an overflow crowd.

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WYETH AND HARMAN, Architects of Port Huron, Michigan, announce the appointment of three associates: Richard C. Cogley, James H. Tibedeau and Edward W. Wedge, all of Port Huron.

Cogley was formerly a designer and project architect in the Chicago office of Perkins and Will, and previously chief designer for Spitznagel and Associates in Sioux Falls, South Dakota. Cogley was a draftsman with Wyeth and Harman before entering the University of Illinois, where he obtained his degree in Architecture.

Tibedeau, a native of Detroit, is a graduate of the College of Engineering, Lawrence Institute of Technology, Detroit. He was formerly assistant director of architecture for H. E. Beyster and Associates; his previous experience having been gained with various Detroit firms.

Wedge, a graduate of the College of Architecture and Design at the University of Michigan, has acted as a job captain with the firm for four years. Previous to that he was associated with various Michigan firms including Jahr, Anderson and Machida, and Joseph Goddeyne.

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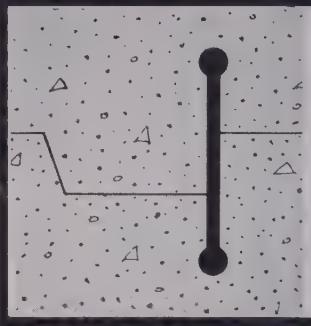

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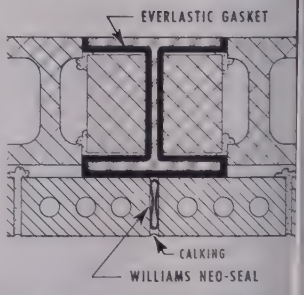

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Williams "Perfect-Seal" (Pat. Pend. is a specially designed seal for u in Michigan Control Joints . . . it pr vides continuous six-point pressur contact sealing which keeps moistu out of joints and prevents air pa sage. The T-Section is a high-grad rubber compound; the cross-sealin member at the base of the "T" is strip of readily compressible, no absorbent, expanded closed-c Neoprene Rubber—it provides effective pressure-contact se directly behind the calking.

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Student Chapters, AIA

THE UNIVERSITY OF MICHIGAN STUDENT CHAPTER REPORT

BY THOMAS A. LANGIUS

THE AIA STUDENT CHAPTER was fortunate to be able to send a delegate to the National Student Chapter Convention at the University of California at Berkeley over the weekend of April 23. Our delegate, James Budd, was sponsored by the Dean's Discretionary Fund, which has been set up by Perkins and Will, architects. Jim, a 5th year student from Flint, has been very active in AIA in the past, being a former chapter president, and a representative at the recent Great Lakes Regional Conference in Cincinnati.

Our final formal meeting of the year was held at the home of Dean Phillip N. Youtz on May 4. The committee reports during the business meeting indicated a growing interest in AIA by the student body. Following the business meeting, Jim Budd gave his report on the Student Chapter Convention, which he supplemented with slides of the Architecture of the San Francisco Bay Area. Jim's full report will be given at the end of this article.

Dean Youtz concluded the evening with a brief summary of the program of the Senior Chapter Convention in San Francisco. He commented that this was one convention where the AIA rolled up its sleeves and attacked the problems facing architects and architecture in general.

On April 27 the Department of Architecture was invited to tour the new Parke-Davis Laboraories just east of North Campus. Preceeding the tour was a forum consisting of Walter Holcomb, Director of Research administration for Parke-Davis; Richard Melcher (engineer), Project Manager for Parke-Davis; Dr. John Dice, Organic Chemist for Parke-Davis; and Bruce Graham, architect for Skidmore, Ownings and Merrill's Chicago office. All four men emphasized close Architect-Client-Occupant contacts during the design and construction of a building, particularly as complex as these.

Following the forum, we proceeded on the tour of two of the three buildings. This, together with the forum, gave us an excellent overall picture of the construction of a building, from the preliminary activity analysis, to the landscaping. The entire trip was a very worthwhile experience from the standpoint of the students. Many thanks again to Parke-Davis and to Skidmore, Owings, and Merrill.

Last minute preparations for the A & D Open House on May 13 and 14 are being made. In our next article we will include a full description and pictures of the Student Chapter's Mobile, plus a general description of the entire open house.

JAMES D. BUDD

REPORT OF NATIONAL AIA CONVENTION

BY JAMES D. BUDD, Delegate

Association of Student Chapters, American Institute of Architects 1960 National Convention.

The 1960 National Convention of the Association of Student Chapters, AIA, was held on the beautiful Berkeley Campus of the University of California. The program consisted of three days of very enjoyable and informative activities. It was held April 15th through the 18th, which was the weeknd preceeding the National Convention of the AIA in San Francisco. Twenty three schools throughout the country were represented with a total registraion of some 125 students.

The Convention commenced with a welcoming talk by Charles Jones, University of Arizona, National President ASC, AIA. The students were next honored by a short address by the Past-President of the Institute, John Noble Richards. Mr. Richards stressed the responsibilities of the profession in the next 40 years and emphasized the students role. Dean William Wurster welcomed the delegates to the University of California and followed with a brief discussion on architectural education. Dean Wurster felt that the architecture of the future should be of an anonymous nature, that is, as he expressed, "a frame for living and not the picture itself."

The first speaker was professor Stephen Jacobs of the University of California. Professor Jacobs gave a very enjoyable and interesting slide - lecture on the development and the characteristics of the architecture in the Bay Area.

The highlight of Saturday afternoon was an excellent talk by the very versatile Chairman of the Department of Art at San Francisco State College, Mr. E. L. Mundt. Mr. Mundt discussed the relationship of Architecture and the Arts. He felt that the general dictum in society between public rapport and private release of emotional expressions, was the basis for the lack of art, color, and freedom, in the architecture of the present era.

Following Mr. Mundt's speech, the delegates gathered to discuss the proposed changes submitted to the ASC, AIA by the Institute. The Chairman of the Chapter Affairs Committee, George Pierce, AIA, was present to answer all questions involving the suggestions. The delegates were in discord and ultimately decided to reject the entire proposal. A committee was formed to study the problems over the weekend and submit a student proposal at the business meeting Monday morning.

Sunday, being Easter, was set aside for an extensive tour of the significant architecture in the Bay Area. The areas included were: residences in the Berkeley Hills, Belvedere, and Sausalito; Bernard Maybeck's Christ Scientist Church in Berkeley and Warren Callister's Church in Belvedere; Maybeck's Palace of Fine Arts, the sole survivour of the 1915 Panama Pacific Exposition; two new office buildings by the firm of Skidmore, Owings, & Merrill; and a view of San Francisco from the Top of the Mark Hopkins Hotel. The day climaxed with dinner in Chinatown.

Monday morning the delegates met to determine a policy to present to the Executive committee of the AIA and to elect the national officers of the ASC, AIA for the coming year. It was resolved that the board be asked to appoint a committee to study the sudent problems until the next National Convention and that the present proposed amendment be defeated. This was accepted by the executive committee. The delegates then elected three fine new officers: Raymond Gaio, Notre Dame, President; Alexei Vergun, MIT, Vice-President; and Gary Call, University of Southern California, Secretary-Treasurer. The morning's activities concluded with a fine discussion with the prominent residential architect, Joseph Esherick.

The Grand Finale of the Convention was a panel discussion which included Dean Wurster, Richard Neutra, and Raphael Soriano. The discussion was highlighted by the dramatic and startling comments of Mr. Soriano. They discussed the responsibilities of the environmental designer of the future and the approach he should take to achieve his goals.

This very fine Convention closed Monday afternoon with a summation of the activities by the resident student chairman, Richard Schoen. And so ended a very wonderful three days for this delegate.

I personally feel this is a very profitable and enjoyable endeavor and I sincerely hope that a delegate will be sent to this event every year.

LAWRENCE INSTITUTE OF TECHNOLOGY CHAPTER REPORT

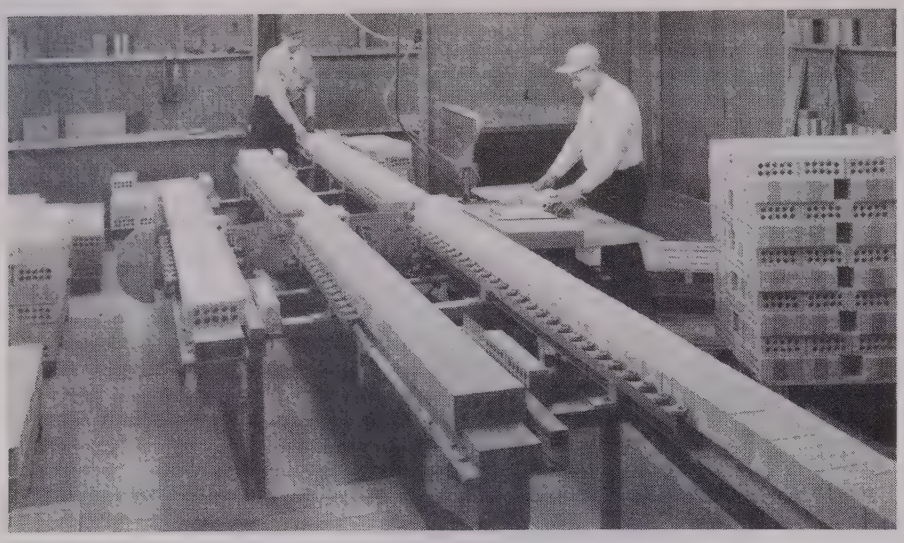
By JOHN D. HARRISON

The student chapter of the AIA at Lawrence Institute of Technology met at the Scarab Club in Detroit Saturday evening, April 23rd. The occasion was the annual banquet given by the Junior members of the Architectural Club in honor of the graduating seniors.

Guest speaker for the banquet was the internationally destinguished Detroit sculptor, Mr. Marshall Fredericks. After acknowledging his introduction by Mr. Earl W. Pellerin, chairman of the Department of Architecture, Mr. Fredericks acknowledged the student achievements at Lawrence Tech, and expressed his wish to further student incentive by making available an annual Marshall Fredericks award. The award, in the form of a bronze relief by Mr. Fredericks, will be presented annually to the student who has evidenced the most constructive progress in the study of the correlation between sculpture and architecture. The surprise offer received enthusiastic response from the audience and was

(Continued on Page 53)

RHYTHMIC BLENDING



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The Small Architectural Firm And Its Operation

By CLIFFORD NEIL WRIGHT, A.I.A.

Talk given before the Detroit Architectural Sales Representatives' Institute and the fourth in a series of six to appear in this publication during the following months.

CLIFFORD NEIL WRIGHT, A.I.A.

I AM GOING TO GIVE a plug for the Michigan Chapter of the Producers Council and its President Gene Hannum for its many cooperative steps with the Michigan Society of Architects and the Detroit Chapter of the A.I.A. toward a common goal if inspiring cooperation and coordination of our groups to the betterment of the construction industry, and I think Gene deserves a hand right now . . .

I have been asked to speak on the small architectural firm and its operation This is a large subject, so we can only touch on its major areas very lightly. The small architectural office is a growing force in our free competitive enterprise. As a result of such encouragement, private initiative is generating an all time record in its responsibility to the American People. The small and large architectural firms must be flexible to meet the great demands of the future while our pattern of design and construction will be facing great changes.

I have had the privilege to work in small, medium and large architectural offices from which one has gained much from their methods of operation. The small office is not too much different from the other two; it has the same problems but in a different scale.

A small firm, I would say, consists of from one to ten in total number of personnel. Its structure will be determined by the type of practice the particular architect wishes to pursue.

PHYSICAL MAKE-UP of our firm and the responsibility of individuals within the firm is the possible structure many follow. Structure for easy expansion based on titles that describe specific responsibilities along with their regular duties: (a) Principal Architect; (b) Staff Members—1. Project Coordinator—Associate staff member, Project Inspector, Design coordinator — Staff, Structural & Mechanical coordinator —staff, Research Coordinator—staff, Specification writer—staff, Draftsmen; (c) Associates—Mechanical (2 firms); (d) Accounting firm for quarterly reports; (e) Legal Counsel — on retainer basis; (f) Interior Decorators (3 firms); (g) Landscape Architects (2 firms); (h) Special consultants.

HOW DO WE OBTAIN A JOB . . . (a) Personal contact in areas where people will be seeking services of an architect. (1) Building Committees, (2) Associations and Professional groups. (b) Performing services for local government and related associations to construction industry. (c) Placing firm's brochures in the hands of people who would be seeking services. (d) Newspaper articles and releases. (e) Know people who write for publications and find material they need. (f) Meet and mix with people at all times. (g) Apply your firm's background on how it can help other businesses. (h) Recommendations of satisfied clients—personal basis like a doctor or lawyer. (i) Design for every organization and its personnel and activities. (j) Show photos of past work and list of experiences. (k) Show versatility and ingenuity to solve particular problems. (l) Participate in radio and TV programs. (m) Be sure to have a good readable sign on jobs. (n) Write good letters.

HOW DO YOU SELL YOUR CLIENT . . . Many times we find that it is best to have an organized presentation, to a Building Committee or a proposed Board. The following summary data is many times used as a basis to present the ability of the firm to do a particular job.

(1) The complete organization of the firm is outlined giving the responsibilities and background that will be available for their particular project. (2) A list of projects which have recently been completed is presented and are similar to the type of service the Architect is being interviewed to perform. These projects are broken down according to location, date of construction, square footage, costs, cubic foot cost, total cost and sometimes the percentage of change orders that were involved during construction. (3) We discuss our experience data as we see it for our overall operation and we cover the following items: (a) Administration of legal matters; (b) Comparative ability to attract good bidders; (c) Adequacy of Specifications; (d) Adequacy of Drawings; (e) Ability to keep a project on schedule; (f) Ability to coordinate trades; (g) Adequacy of supervision on job; (h) Adequacy of site planning.

The discussion is then taken up with the number of bidders that we usually have on our projects, and how we breakdown various bidding structure.

We then discuss the various functions of the particular building they have in mind, and our familiarty with the job the particular building has to do.

Any specialists that are involved in the design of the building are discussed, by those we have on our staff and those we call in on a consulting basis.

The philosophy in regards to the use of the site covering its full utilization and plant planning.

The possible style of architecture that would make their building distinctive. Our appreciation of the aesthetic and beauty the project can reflect.

We outline the various firms that do our engineering service particularly the electrical, heating and ventilating and plumbing. The background of these firms and experience in the area as outlined in the area of the job.

Possible new techniques in the design or the use of new materials that could result in economy and promoting increased efficiency and maintaining sound building standards.

Our experiences on previous buildings of this type which have brought up items of design layout, specification, and materials and method of construction.

This presentation is handled on a very frank basis, the complete discussion is kept in the area of fairness, honesty and high integrity.

How we work with contractors, where it becomes necessary to compromise from specifications or construction which are in the best interests of the client. What is our ability to work together while at all times representing the best interests of the project? We mention our legal counsel, accounting firm and other special consultants we have associated with our firm.

Our attitude toward coordinating all trades so as to avoid work stoppage and expedite the work to a rapid completion.

We discuss various fees and contracts that would be involved in the construction of the project. A fair estimate of the unit cost with the proposed project discussed. The ability of our organization to carry out the job efficiently by giving a proposed time schedule to complete preliminary drawings; working drawings; bid-

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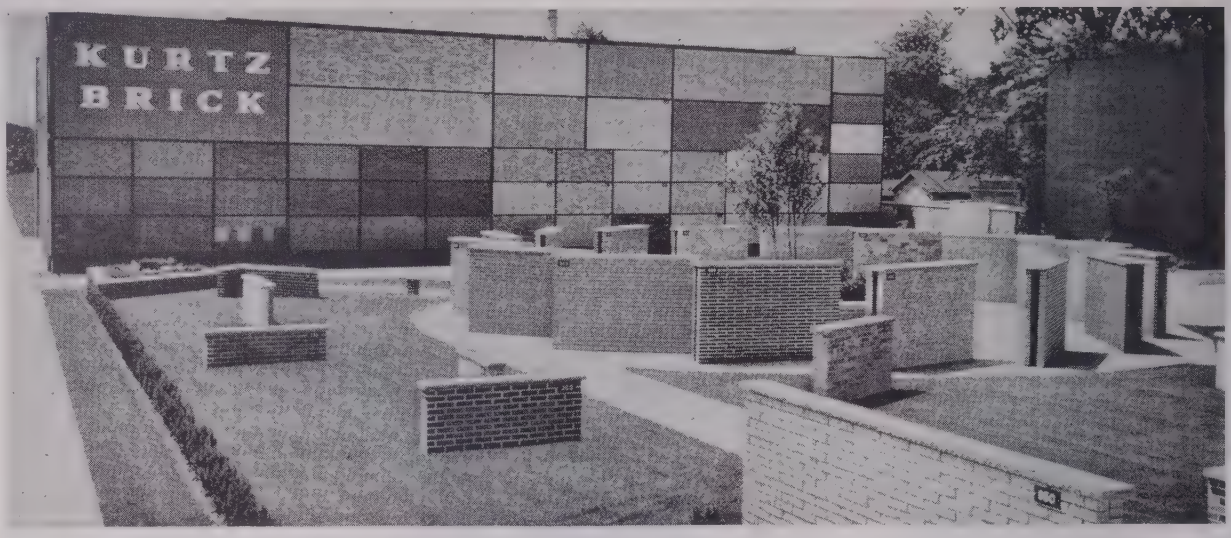

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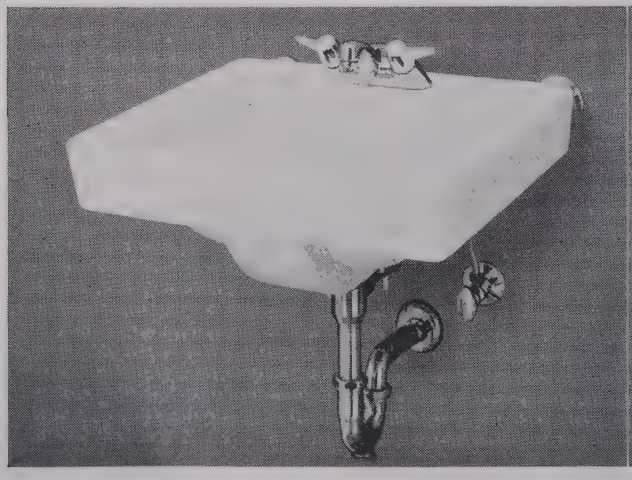
Sultan Water Closet, another of the sculptured Briggs designs, is wall hung with elongated closet bowl. In six compatible colors, or white, the Sultan features the fine construction and dependable operation which make Briggs the favorite of plumbers and builders throughout the nation.



ding and construction.

The assumption and assignment of responsibility of the various phases of the work that will be assumed by the Principal Architect and his staff members.

Our experience in attracting good contractors in bidding on our jobs, and who these contractors are, and the quality of work they have done for the firm.

Finally, any item that would enable the client to have an overall appraisal of our firms ability to perform the job.

Here are a few of the many professional ethics an architect must abide by:

(1) Like other professional bodies A.I.A. is dedicated to safeguarding both the public and the profession by maintaining a high code of ethics in professional practice of designing of buildings. (2) The architect is not to render professional services with out compensation. (3) The architect is not to compete with another architect on a basis of professional charges, or use donations as a method for obtaining competitive advantage. (4) The architect is not to offer his services in a competition, except as provided in the Institute's published competition code. (5) Knowingly, falsely, or maliciously injure the professional reputation, prospects or practice of another architect. (6) Attempt to supplant another architect, once a client has taken definite steps to employ him. (7) Undertake a commission for which he knows another architect has been employed, until he has notified the other architect in writing, and has conclusively determined that the other's employment has been terminated.

THE ARCHITECT'S FEE is outlined as follows by the A.I.A.

Fees for architectural services vary as they do in any other profession.

They depend on the architect's standing in his field, the locality in which he practices, and the size and kind of job to be done.

Fees are settled at an early conference and their final arrangement is stated in a formal contract or letter, counter-signed by owner and architect.

There are 4 principal methods for compensating an architect though others may be agreed upon. They are:

(1) A percentage of the final cost of the work executed from his design, plus certain stated expenses the Architect incurs. (2) A fee or percentage of his services, plus all his expenses. (3) An agreed multiple of his personal expenses. (4) A salary or hourly compensation.

Each A.I.A. Chapter prepares and has on file a schedule of recommended fees. These vary with the type, complexity, and estimated construction cost of the project, and have resulted from long study. They are not inflexibly established rates, or course. Usually they are a minimum which, on certain projects, an architect may feel justified in exceeding.

WHAT ARE PRELIMINARY SERVICES: Preliminary services are scheduled in two stages: (1) Schematic design phase. (2) Design development phase.

Preliminary services are as follows: (1) The Architect confers with the client to determine the scope of the project; discusses purposes, general plan and design, feasibility, location, general type of construction, mechanical equipment, discusses the probable time required to build, the approximate cost and means of financing. (2) He visits the site and studies project placement. (3) He studies efficient methods of operating the project for its purpose. (4) A careful examination of laws, ordinances, codes, standards, rules and regulations of various controlling governmental agencies, are made by the Architect. He also studies requirements of insurance carriers. (5) Schematic studies are prepared of the building and its relation to the site. (6) The Architect amplifies the schematic studies with recommendations as to the type of construction, materials and mechanical equipment. (7) He states the probable cost and construction time required. (8) Advises and assist the owner in securing financing. (9) Upon agreement on the preferred schematic study, the Architect prepares comprehensive preliminary drawings and outline specifications to define the final scope of the project and make cost estimates. (10) Upon acceptance by the client of the preliminary documents the first stage of service is completed.

HOW DOES A JOB PROGRESS THROUGH OUR OFFICE.

The following areas of procedure are followed: (1) Preliminary discussion by Principal Architect. (2) Visit the site. (3) Quote fee. (4) Brainstorming the job. (5) Proceed with preliminary sketch, specs., and cost studies, individual responsible for each stage. (6) Production schedule set up. (7) Working drawings assigned and schedule for completion. (8) Final check. (9) Send out to bidders, tabulate results. (10) Prepare construction contract and get organized to start construction. (11) Field inspections and reports. (12) Bulletins. (13) Payments. (14) Final inspection and acceptance of work and guarantee of service.

ARCHITECTURAL SALESMAN . . .

1. Know your product. Try to understand what the Architect is trying to create. If you feel your product doesn't do a good job as another don't hesitate to tell the Architect. Don't hesitate to give service, because some day he will use your product since you have had a chance to present it.

2. A competent salesman should have plenty of technical and detail knowledge of his product and its applications to various conditions. Too often a product representative is only a salesman. In many instances an architect will specify a product with which he is not personally familiar, but which has been presented to him completely, and in detail. A similar product, perhaps as good, or better, may be bipassed due to the lack of sufficient information, available to intelligently specify it in his drawings.

3. He must gauge his salesmanship to the level of his clients problem. Never try to overwhelm him with examples of work done which are far beyond the concepts of his clients and which tend to humiliate the client by comparison.

4. The advantages and disadvantages of various products should be known by the salesman and never distorted just to make a sale.

5. Remember Architects generally know their materials and when in need of information they usually call a reliable company such as yours.

6. A salesman should constantly guide an Architect in the specifications to be sure that the spec. is not only catering to the firm but that you can get competitive bidding on he item that is being specified.

7. A salesman knowing his product, could guide an architect in the usage of the material, and the way it is being detailed, and constantly remind the architect of the fabrication problems, that could exist if the problem is not approached intelligently.

8. Never try to force a product in where it does not apply, but try to impress the Architect that his problem is your problem.

9. A salesman should have cost studies for various types of installations of his product. We should be sure how its use effects other related points of design and construction of the building so to be able to present a complete story for his client.

10. An Architect has a busy day. The tremendous amount of paper work, meeting with clients, attending Board meetings and trying to run an office at the same time, must depend upon competent and alert salesman to inform him of newer concepts regarding usage of his products.

11. Keep on the subject of why you are in his office. If you are just stopping by on a periodic visit, let him know how much of his time you will need to cover your subject. If you have an appointment, be on time. If you are late, he might not give you his complete attention because of other things he has to do during the day.

12. Being a big hit with the Secretary might cause you to lose a normal good relationship with the Architect. She may be rushing to get out some work that has a great effect on you and the architects future work.

13. Examples of your product and its use in other buildings make it easy for the Architect to tell his client where he might see its application. Owners usually always have difficulty in imagining the result, but if he can see an installation it helps clinch the decision.

A central Product Exhibit area would be of great help. It saves the Architect and the Client's time.

14. Remember, the Architect is like a doctor or an attorney at law. He is selling time. Be careful on how you use it, and that of his staff. When talking to the job captain, or specification writer, do not use any more of his time than you would of the Architect. Remember the architect is the head of the firm, so do not avoid him completely when working with staff members. He may have some stored up ideas he would like to discuss with you.

Our products need more of the Architect's background don't have all products designed by only product or industrial designers.

15. During my years of practice there are many representatives who have taken very little of my time or that of the staff and yet we have been using their products continually.

16. This business of architecture, and the products used in a design of a building require that a two way street exist for the exchange of ideas. Manufacturers and Architects realize we must make better use of existing products, and continually to improve their application in design and construction.

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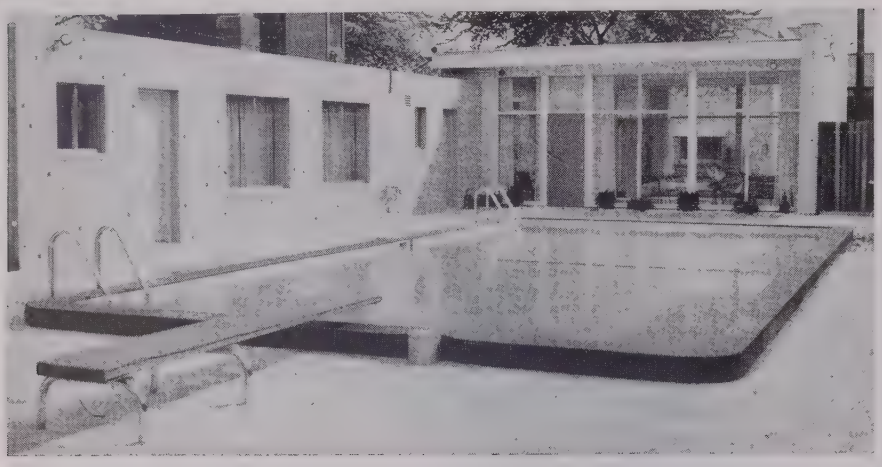

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Bowling League Banquet

THE DETROIT ARCHITECTURAL BOWLING LEAGUE held its 38th annual banquet May 6, 1960, in the Indian Room of the Detroit-Leland Hotel. It was one of the most successful affairs in the League's long history. Over 300 attended. There were 175 Door-prizes.

The DABL Trophy was won permanently by the Smith, Hinchman & Grylls Team. Don Forrest announced that Frederic B. Stevens, Inc. would put up the new trophy for the coming season.

Photo Illustrators, Nnc.

WINNING TEAM—Smith, Hinchman & Grylls Associates, Inc., left to right: Warren Poole, Edward Zajdel, George Kann, Capt. Robert Gardner, Wray Bailey, Raymond McClusky, James DuRoss

BANQUET COMMITTEE—New President-elect Jack Smolky, John Davies, Tom Moore, Earl Roberts and Bill Covey

RECOGNITION — Lester Manning, "Grand Old Man of Bowling", receives recognition for his many years of participation in DABL activities, with a watch presented by President Earl A. Roberts on behalf of the League

Golf League

THE DETROIT ARCHITECTURAL GOLF LEAGUE

JUNE 21 — EDGEWOOD COUNTRY CLUB
Commerce Lake

JULY 19 — GROSSE ILE COUNTRY CLUB
Grosse Ile

AUGUST 9 — LAKE POINTE COUNTRY CLUB
St. Clair Shores

SEPTEMBER 20 — WESTERN GOLF & COUNTRY CLUB
Detroit

OCTOBER 11 — DEARBORN COUNTRY CLUB
Dearborn

OCTOBER — 8th ANNUAL DINNER DANCE
(Date to be announced later)

SHENANIGANS AT WASHTENAW—Left to right: Mike Freeman and Bill Quinlan with help of pin from 7th Green and a wedge assist Joe Comiskey to retrieve ball from lake hazard. Gene Ralls and Bob Cunningham watch Ray McAlpine tee off at first tee attired in full outing regalia

Dick Miller Photo

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With the belief that the best interests of the architect, the engineer and the owner are best served by having the proper contractor install the work with which they are well acquainted and best equipped to do and over which the contractor and the trade have been awarded jurisdiction: and upon whom the responsibility for satisfactory performance will rest, we recommend that separate specifications be written for this trade: that all sheet metal work historically known as "architectural sheet metal" be specified for that sheet metal contractor and that all air conditioning, supply and exhaust ventilation which is based on the use of air as a medium and including all equipment and materials to be used in the construction of such an air handling system be specified separately from those of any other trade.

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MAY 21, 1960

tanding: Suren Pilafian, Edwin Noth, Mrs. Carlisle Wilson, Mr. & Mrs. Ernest ellar, Mr. & Mrs. Augusto Bini, Mr. & Mrs. Amedeo Leone. Seated: Mrs. Pilafian, irs. Noth

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Mr. & Mrs. Adrian Langius of Lansing, Dean & Mrs. Philip Youtz, Mrs. LaVern Nelsen, Mr. & Mrs. George Diehl, Prof. & Mrs. L. Robert Blakeslee, Mr. & Mrs. William Odell (Her lemon pies went first)

Mrs. Dale Gilbert, Miss Rose Ohanian, Mr. Gilbert, Mrs. Bruce Paterson, Mrs. Paul Kurtz, Party Hostess; Mr. Paterson, Mr. Kurtz, Mr. & Mrs. William Massey Fernald, Mr. & Mrs. Hurless Bankes, Mr. & Mrs. Frederick Schoettley

Mr. & Mrs. Don Forrest, Mr. & Mrs. C. Russell Wentworth, Prof. & Mrs. Frederick O'Dell (He is celebrating his 40th year at U. of M.). Mr. & Mrs. David Nesmour, Carlisle Wilson, Mr. & Mrs. Harold Pine

rs. L. Robert Blakeslee, Party Chairman; Charles Trambauer, James Morison, Mr. Mrs. LaVern Nelsen, Prof. Blakeslee, Paul Kurtz, Party Host; Mrs. George Diehl, arty Co-Chairman

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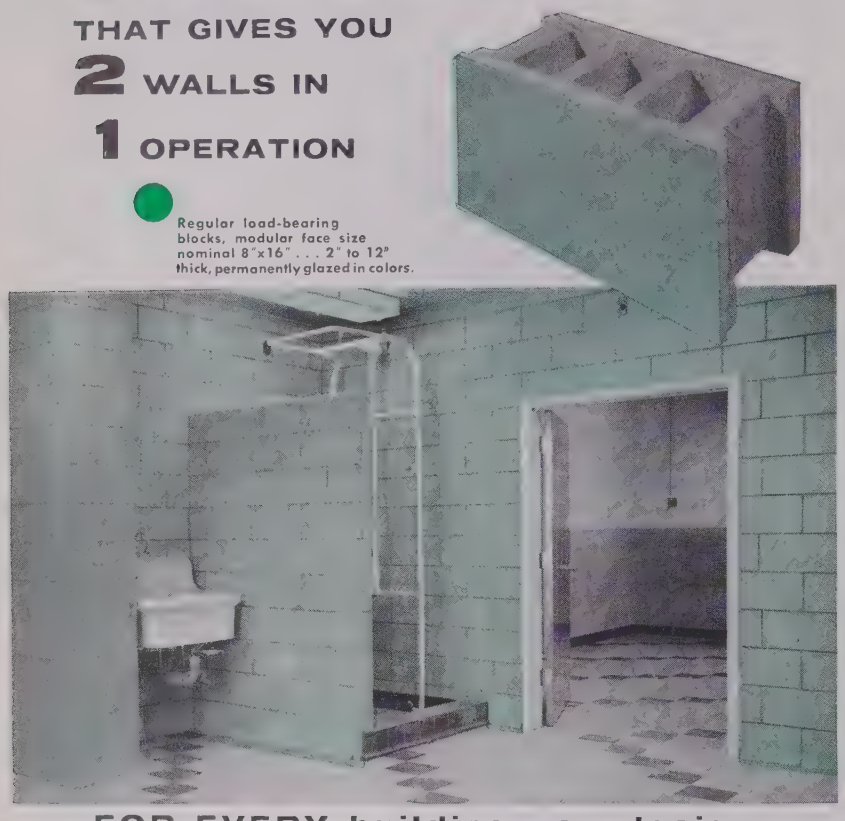

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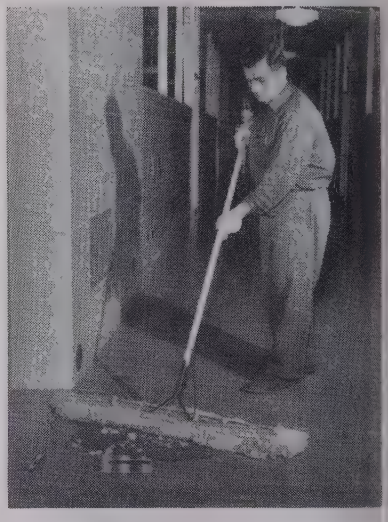

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THE BUILDERS AND TRADERS EXCHANGE OF GRAND RAPIDS was organized in February of 1886 by several outstanding men in the Construction Industry. By the year 1891 the membership had increased to sixty-five active members. In 1911, the Exchange was incorporated in the State of Michigan and has enjoyed continued success since that date.

The purpose of the Exchange is "to promote the development, preservation, maintenance and general welfare of the building industry in Western Michigan; to foster a spirit of good will among those persons engaged in the building industry, to promote ethical practices in their relationships with each other, their employees, associates and the general public to the end that all interests may be served fairly; to conduct studies, engage in research and in any other similar and legitimate activities to aid the building industry in Western Michigan, and the general public with respect to any and all matters vital to the maintenance, preservation and development of the building industry in Western Michigan."

During almost fifty years of operation since its incorporation, the Exchange has grown to over 325 active members covering all fields of the heavy construction industry. In December of 1958, a new home for the Construction Industry of Western Michigan was completed and the Exchange moved its operation into its own building.

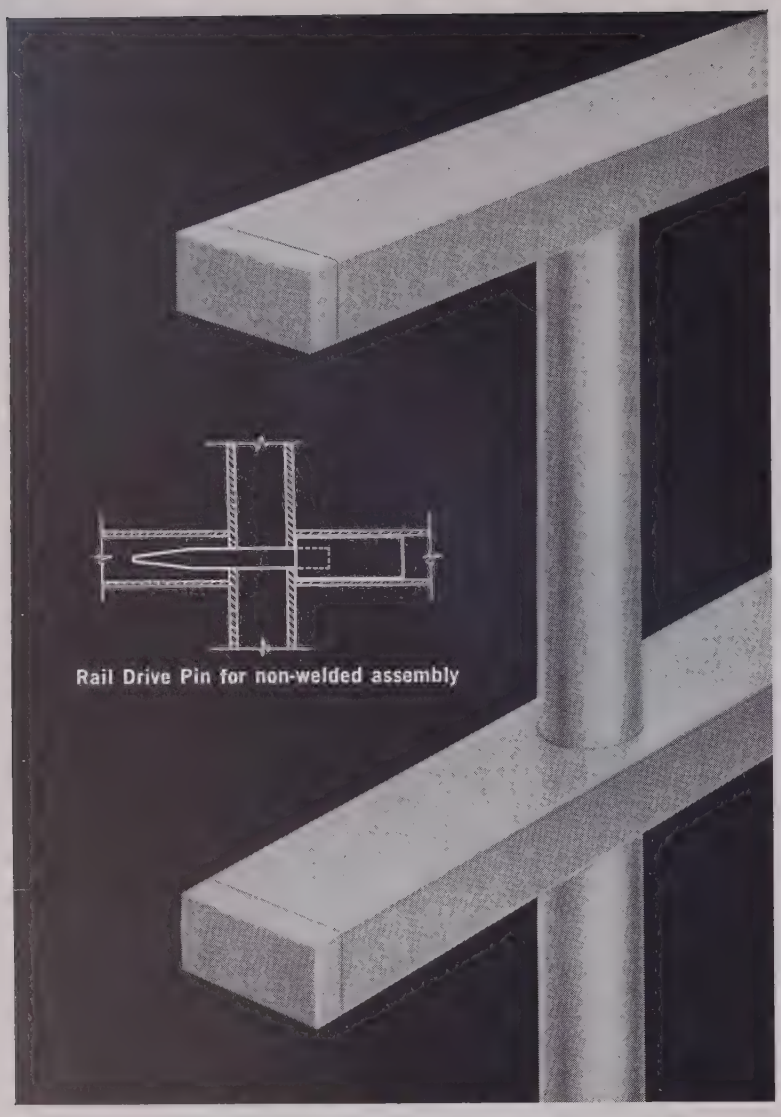
The Builders and Traders Exchange of Grand Rapids is a moving association and it welcomes all contractors, subcontractors, suppliers, etc. to join in making the construction industry grow to greater heights.

ABOVE—Builders & Traders Exchange of Grand Rapids new officers for 1960-1961 are shown seated, left to right: President George A. Busch, Jr. of Haven-Busch Co. and Vice President George A. Denner of Clement Elctric Co.; standing: Treasurer Jack J. Behler of Behler-Young Co. and Secretary-Manager G. Winston Burbridge

Directors of the Exchange, in addition to the officers, are: Harry M. Baxter, S. A. Morman Co.; Gordon L. Carson, Consumers Power Co.; Ralph E. Sasser, Acme Insulations, Inc.; Arthur Sedlecky, F. A. Sedlecky & Co.; Grant R. Smith, Owen-Ames-Kimball Co.; B. J. Walter, R. L. Deppman Co.

BELOW—Front facade of Exchange Building in Grand Rapids

Robinson Studio Photo



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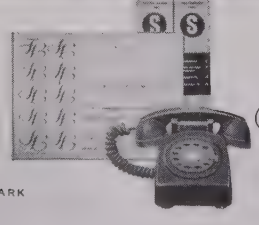

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BUYERS' GUIDE 1960

The 1960 edition of the Buyers' Guide of construction materials and services published by the Exchange is off the press and has been mailed to several thousand purchasers of construction materials and services. Additional copies are available at the offices of the Exchange upon request.

First published in 1936, when the Exchange had only 600 members, this "handbook" of the construction industry now contains the classified listings of products and services of nearly 1600 firms. The number of firms and products listed in the guide grows constantly. To maintain a standard of compactness and facility of handling, typographical changes have been made in the new edition to reduce the number of pages. We think you'll find it easier to use and more valuable than ever this year.

Cruise Date Set

The Entertainment Committee of the Exchange has again made arrangements for a Construction Industry Cruise aboard the luxury liner S. S. Aquarama. The Greater Detroit Board of Commerce will share the ship with the Exchange again this year. Unlike last year, this will be an evening cruise and ladies will be invited. The date is Thursday, June 23, 1960. Further details and ticket order blanks will be sent to Architects and Exchange members about June 1st.

Exchange Sets Golf Dates

A new and expanded Golf Committee chairmaned by Franklin J. Knight, Frank J. Knight Co., has arranged a schedule for the coming season at some of the finest clubs in the district. The Committee promises to have special awards for various feats of golf as well as some surprises at all the outings. Architects are invited to participate, along with Exchange members, at any or all of these outings and construction industry dinners. Please mark your calendar now, so that business won't interfere with pleasure on those days The dates and clubs are listed below.

Tuesday, May 24th — Orchard Lake Golf & Country Club

Tuesday, June 28th—Grosse Ile Golf & Country Club

Tuesday, July 19th—Edgewood Country Club

Tuesday, August 16th—Meadowbrook Country Club

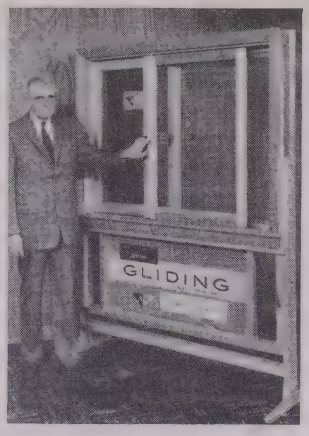
Tuesday, September 20th—Forest Lake Country Club

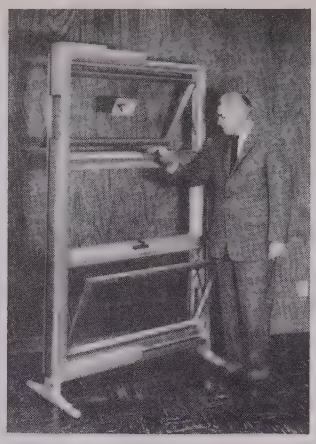
Tuesday, October 4th — Dearborn Country Club

Meet The Staff

Pictured above is Betty Hendrickson who is employed in the General Office of the Exchange. Betty, who hails from Michigan's copper country, joined the staff in October, 1951. Prior to her present position she served in the Construction News Department as chief reporter for the Outstate Reports.

Betty is largely responsible for publication of the annual Buyers' Guide. Literally thousands of listings must be checked and rechecked for correctness of spelling, addresses and phone numbers before going to press. Betty's experience and versatility make it possible for her to assist in any department of the Exchange when called upon. Our gal Friday.





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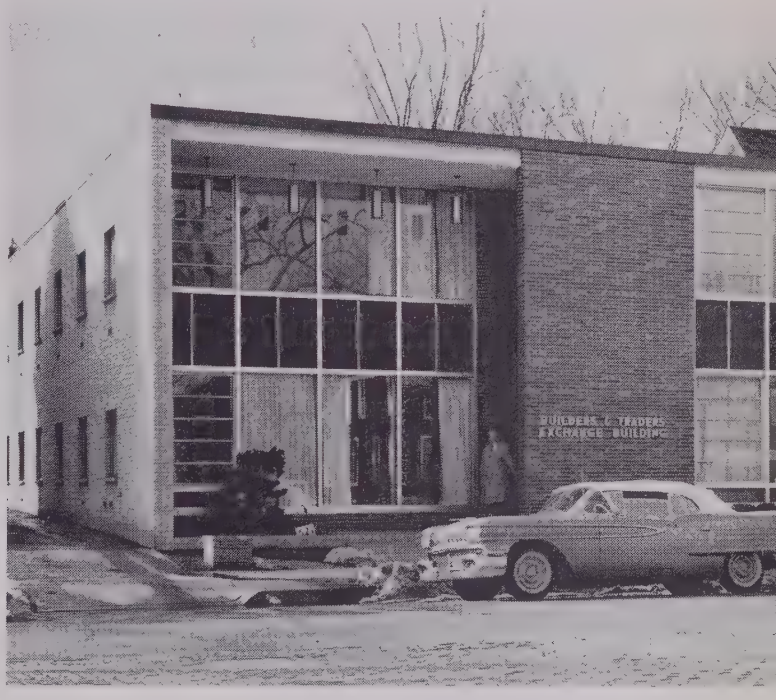
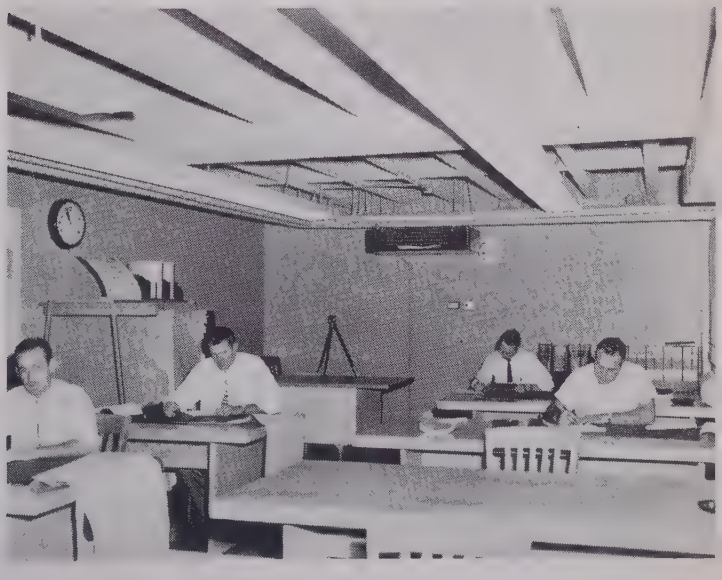
RIGHT: Front facade of Builders & Traders Exchange Building in Grand Rapids, Michigan



LEFT: J. Revell Hopkins, Exchange Secretary, shown at his desk

BELOW: Millie Murner, Exchange Receptionist

BELOW: View of Plan Room



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Armstrong Cork Co. Dinner

ONE OF THE LARGEST informational meetings of the spring season was the cocktail party and dinner given by the Armstrong Cork Co. in the Crystal Ballroom of the Sheraton-Cadillac Hotel in Detroit on May 9. Russell C. Stabern of Armstrong Cork Co. was the principal speaker, demonstrating his talk with colored slides. It was one of the best meetings of its type ever held in Detroit.

Among those noted at the dinner were:

C. E. Allen, A. Arnold Agree, J. Robert D'Alessandro, Wilson Oliver, Louis S. Orlowski, Louis A. Phillips, Victor Walkenhorst, Tivadar Balogh, Ernest Becker, Mossie Belco, Clair Ditchy, J. Robert Blair, Hurless E. Bankes, Victor J. Basso, Howard Cutter, Gerald Halleck, John T. Hilberg, Walter J. Matthes, H. Sanborn Brown, B. N. Hurston, A. C. Forster, D. C. Williams, C. J. Cox, J. Ivan Dise.

Fred H. Lafferty, Edwin E. Meier, Don Dunbar, F. H. Morgan, George Schulz, G. Jordon, Geo. P. Sweeney, Edw. W. Gabert, Smith & Smith, Bob Bellucci, Sidney Chapoton, Fred L. Carlton, Stan Fleischaker, Hideo Fujii, M. J. Horsch, Wm. E. Kramer, Elias B. McGrew, W. R. Scholtz, Robert Gustafson, Carl R. Habermas, Julian R. Cowin, Wm. M. Fernald, Fred Hildebrandt, Arthur K. Hyde, Hank Ruifrok, Chas. M. Scripture, Malcolm R. Stirton.

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Robert F. Fry, Roy Rickenback, Jack Monteith, L. J. Nelson, C. E. "Bud" Noetzel, David Nesmour, T. V. Bacon, Gerald Cullimore, Harold H. Gardner, Tom Hewlett, H. A. O'Dell, James Slimmon, Ernest J. Dellar, Fred J. Schoettley, W. R. Pfaendtner, Harold E. Pine, E. E. Primeau, Louis Red-

Continued on Page 52

EXHIBIT SPECTATORS — Architects John J. Jickling, H. Augustus O'Dell, FAIA; Maurice E. Hammond, and AIA past president Clair W. Ditchy, FAIA; follow explanations by William Pappendick and Andrew Oie of Armstrong Cork Co., while Architect James Bennett Hughes looks on

EXHIBIT DEMONSTRATION — James Murray and Galen Robbins of Armstrong Cork Co., explain exhibit to architects Thomas H. Hewlett, J. Ivan Dise, Charles B. McGrew, Arthur K. Hyde, FAIA; and John Orlando Blair

stone, Sam Redstone, Bernard W. Colton, Fred B. Robinson.

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Frank A. Straub, Bradley R. Storrer, Paul Tilds, George E. Thomas, Howard Lundy, John Urban, Dirk Van Reyendam, Abraham Warnoff, Merle C. Weaver, Michael D. Freeman, Raoul Hubel, Alvin R. Prevost, Daniel L. Treacy.

Midsummer Conference

The 17th annual Midsummer Conference of the Michigan Society of Architects will be held at Grand Hotel, Mackinac Island, August 4-6.

Clifford E. Gibbs, AIA, of Flint is General Chairman of the Conference and will be assisted by Bernard J. DeVries, AIA, of Muskegon as Vice Chairman.

The annual Golf Outing and the Ladies' Tea with the Governor's wife are so far on the agenda.

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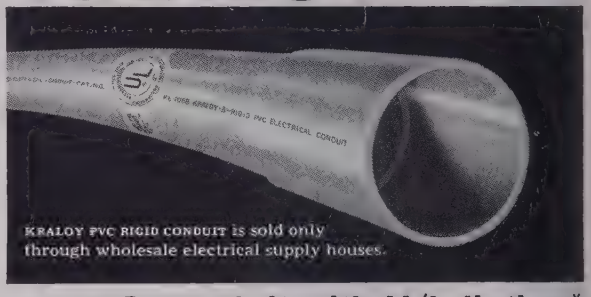

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YES . . . . . these are pictures of the Biddle House on Mackinac Island. They indicate what has been accomplished with the $40,674.00 in cash contributed by some 700 members in Michigan's Building Industry. They could not possibly show how masterly and painstakingly the old structure was dismantled, catalogued, and then rebuilt as it once was. There is little doubt this venerable House is ready to again withstand many, many more Mackinac winters, and that it will be there each new Season to greet the thousands of visitors and others who will come to that most historic and picturesque island in the Straits of Mackinac. Biddle House now stands as a gift to the People of Michigan from the Great Building Industry. It will serve in years to come as a symbol of the Industry that wanted it saved because it is such a significant architectural example of the past and because it exemplifies a truism—"Well-building hath three conditions: commodity, firmness and delight" . . .

YES . . . . . the job is almost finished. The Committee hopes that this summer during the Mid-Summer Conference of the Michigan Society of Architects, this worthy Building Industry Memorial can be returned to the Governor of Michigan and the Mackinac Island State Park Commission . . . who will protect and keep it for future generations. Every contributor will have a life long pass to this relic of Michigan's great heritage . . .

YES . . . . . every contributor, too, ($10.00 or more) will be recorded in a handsome leather bound restoration document which will tell the story of Biddle House . . . This document will be kept on display in the House with treasures of the Biddle House period. The amount of each contribution will not be indicated except that Gold Star contributors ($500.00 or more) will be listed separately as such . . .

YES . . YES . . YES . . . . we are short about $7,500.00 to finish the job—$5,500.00 of this amount is already due a faithful and sincere contractor who, along with the members of the Committee, proceeded with the work with full confidence the Building Industry would come through. We don't want others to take over at this point — Do We-

IF YOU ARE a noncontributor, won't you join us? We need help — and badly too . . . If you have already contributed, an additional gift of 15% of your original contribution would assure SUCCESS. It's deductible!

LET'S FINISH THE JOB—IT IS AND WILL BE A CREDIT TO THE PROFESSION AND THE INDUSTRY.

Mail A Much Needed Contribution To
THE BIDDLE HOUSE RESTORATION COMMITTEE, 120 MADISON AVENUE, DETROIT 26, MICHIGAN

(Continued from Page 35)

gratefully accepted by Mr. Pellerin on behalf of the school.

As part of his prepared program, Mr. Fredericks presented a fascinating series of color slides, accompanied by informative and, at times, delightfully amusing commentary, covering the history of his work in the field of sculpture with detailed studies of some of his nationally famous projects. Also shown was a film prepared by the City of Detroit telling the story of the conception and actual construction of Mr. Frederick's sculpture entitled the "Spirit of Detroit,"—commissioned for the City-County Building.

Preceding Mr. Fredericks' talk, two honor awards were presented by Mr. Pellerin. Mr. Patrick Flaherty, retiring president of the Achitectural Club, received the Louis W. Klei award in the form of a gold watch, presented annually to the graduating student in architecture who has shown the greatest advancement in ability and understanding of his chosen profession. The annual faculty award, a set of three books on architecture, was presented to Mr. Austin Zago for superior work in architectural design.

Also on the business agenda was the installation of the new officers of the Club. Hershel Laster, a junior, will serve as president during the coming school year; Thomas Daniels, junior, first vice president; Joe Wolf, junior, second vice president; David Klumb, sophomore, treasurer; Alfred Titran, junior, corresponding secretary; Dennis Page, sophomore, recording secretary.

PRODUCTS NEWS

THE ARCHITECT has frequently been faced with the possibility of having the Face Brick walls of his buildings marred by spots or strata caused by improper mingling or mixing of the shades of color of the Brick.

According to Mr. Sam Burtman, owner of The Century Brick Company, 14910 Linwood Avenue, something has been done to prevent this condition as far as possible.

The Engineers of The Stone Creek Brick Company of Stone Creek, Ohio, attacked the problem and came up with a machine that mechanically mingles the shades in the desired blend. It eliminates to a large extent the grouping of individual shades which find their way into the wall causing spots or streaks of light or dark shade concentrations. This machine uses six feeder lines, feeding one brick from each line into groups of six brick, each group being a duplicate of its predecessor.

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KOLARIK & CRONK'S expanded facilities for handling school construction projects have proved of considerable satisfaction to architects and School Boards they are serving in this area. Their larger offices and warehousing space have resulted in keeping projects moving along at a more efficient pace. Though these modern buildings required a sizeable investment the resulting lower costs, increased customer goodwill and the handling of many more projects are evident in the larger number of contracts they are securing according to Kolarik & Cronk, Inc., located at 263 Livernois Ave., Ferndale, Mich. The results obtained by this Company might offer a suggestion for other general contractors.

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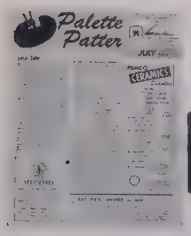

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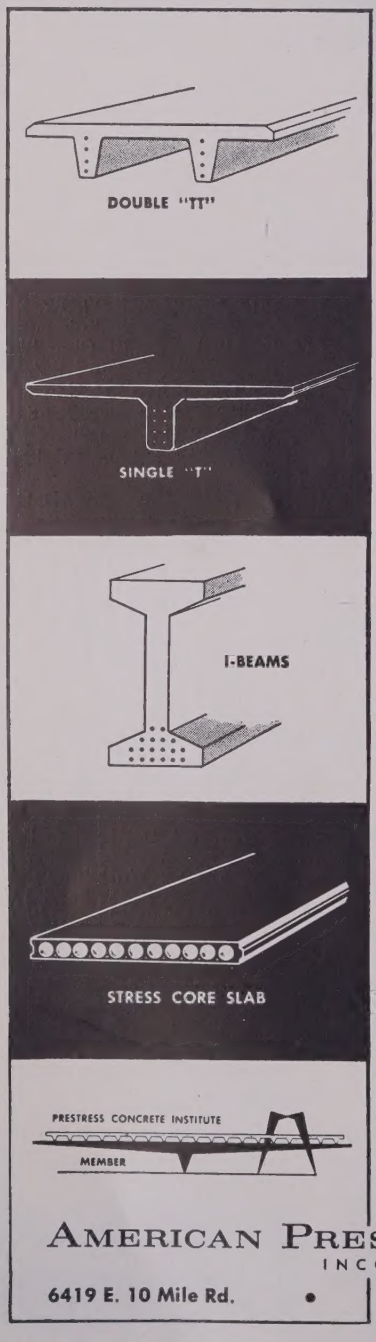

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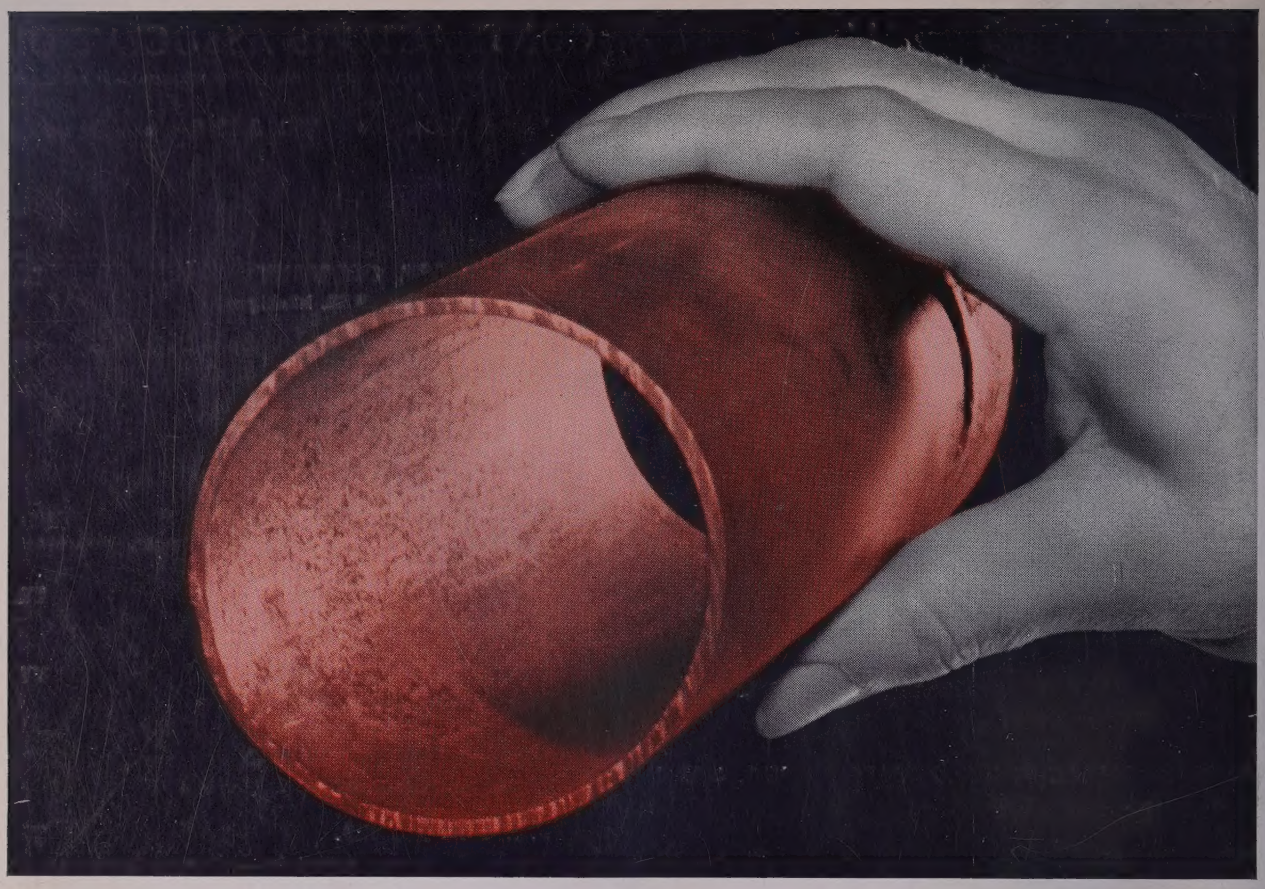
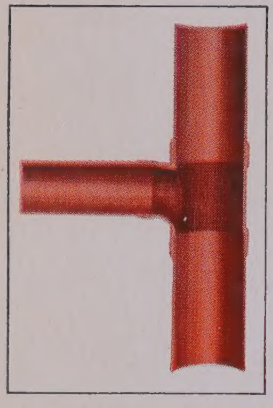
SMITH BROTHERS ELECTRIC, INC. 13922 Schaefer Highway, Detroit 27, Michigan	VE. 8-5880
SOUTHEASTERN ELECTRIC CO., INC. 7040 Farnsworth, Detroit 11, Michigan	WA. 1-3863
SPAULDING ELECTRIC CO. 1350 Michigan, Detroit 26, Michigan	WO. 2-6200
CHAS. F. THOMPSON ELECTRIC CO. 16535 Grand River, Detroit 27, Michigan	VE. 6-0176
TRIANGLE ELECTRIC COMPANY 4222 E. McNichols, Detroit 12, Michigan	TW. 3-4013
TURNER ENGINEERING COMPANY 464 Brainard, Detroit 1, Michigan	TE. 1-0470
VENTRO ELECTRIC CO., INC. 5850 Chase Road, Dearborn, Michigan	LU. 2-0220
WEBER ELECTRIC CO. 15224 Kercheval, G. Pte. 30, Michigan	VA. 2-4030



Unretouched photo of 3" dia. copper tube removed after 13 years' service in a soil line.



Anaconda drainage fittings are designed to match Anaconda tube for fast, easy solder connections.

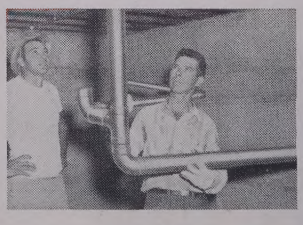
WASTES FLOW FREELY IN COPPER DRAINAGE SYSTEMS AND YOU SAVE MONEY. Compare the condition on the inside of this copper tube with what you might expect to find in ordinary piping after 13 years in service. Rust-caused troubles such as reduced flow or stoppages do not occur inside copper drainage lines. That is why many plumbing codes allow the use of 3" diameter copper tube for soil line and vent. Material costs are reduced and, because a 3" copper tube stack with fittings fits inside a standard 4" partition, the need for expensive, space-consuming plumbing walls is eliminated. Save time, effort, and money—install the modern drainage system with Anaconda copper tube and fittings. For information, write: The American Brass Company, Waterbury 20, Conn. Detroit Division and Sales Office: 174 South Clark Ave. 6001MSA

ANACONDA® **COPPER TUBE AND FITTINGS for soil, waste and vent lines**

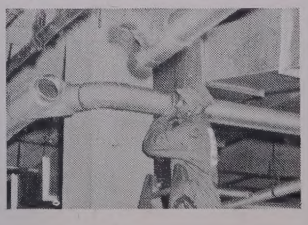
Available through plumbing wholesalers. Products of The American Brass Company

Longer Lengths—Fewer Joints

Preassembly—Saves Time



Lightweight Copper—Easier Installation



Compact Connections—Save Space